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NRA NEWS

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TEENS OF THE 80s:
Elusive Customers
Responsive Employees

NRA MEETINGS

NRA NEWS
Vol. 4 No. 8 September 1984

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Simplified Baking Workshop
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12/5 Las Vegas, NV

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Computers in Foodservice: Advanced Technologies/Now That I Have One . . .
10/16 Washington, DC

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Conferences:
9/29–10/3 **Ninth Annual California Wine Workshop** Sonoma, CA
10/28–31 **National Conference on Off-Premise Catering** Washington, DC
1/27–30/85 **National Management Conference for Independent Operators** New Orleans, LA

In-house programs are available upon request

For more information, contact

NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
(800) 424-5156 or (202) 638-6100

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Market Research
9/19–21 Portland, OR

Marketing Executives
10/14–17 Chicago, IL

EDP
10/16–19 Toronto, Canada

Purchasing Managers
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Quality Assurance
October San Antonio, TX

MAECO
November Denver, CO

Safety Officers
January Miami, FL

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

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PRESIDENT'S REPORT

Harris O. Machus
President and Owner
Harris O. Machus Enterprises, Inc.
Birmingham, Michigan

Drunk driving seminar program

I am pleased to report to you that NRA's Alcohol Awareness Seminar will soon be offered all over the country. This train-the-trainer workshop is designed for owner/operators and managers, who then train servers. It covers topics such as the effects of alcohol, ways of preventing intoxication, recognition of the various stages of inebriation and responsible alcoholic beverage promotion.

Materials for this program—including a trainer's manual, a server's manual, and a videocassette, with segments on server liability, the stages of inebriation and positive bar promotion—are in the hands of each state restaurant association. You should be hearing soon when and where this three-hour program will be offered in your state.

NRA has met its pledge to make such a program available in every region of the country. Now it's up to foodservice operators who sell alcoholic beverages to participate in this or a similar seminar. Properly trained personnel and prudent service practices are the best defense against unwarranted legislation and third-party liability suits.

Public service announcement

NRA is also preparing a public service announcement (PSA) for distribution on national TV and radio. In this PSA, a bartender tells consumers, "Whether you're drinking in a restaurant, at home or at a friend's house, know your limit." By developing the "know your limit" theme, the speaker tells our customers that we are concerned about their safety and links moderate drinking with safe driving.

This PSA will be released shortly. You can reinforce its message by displaying "know your limit" table tents and charts in your establishment. They are available through NRA's publications department.

Congress is contacted

This month the association launches a new grassroots contact program—the NRA Executive Forum. Thirty industry leaders will gather in Washington to meet and speak with Sen. Howard Baker of Tennessee, Sen. Ernest Hollings of South Carolina and executive branch officials. Forum participants will hear from and exchange ideas and viewpoints with these decision-makers and with their own representatives on Capitol Hill.

The September Executive Forum is the first program

of its kind and will be repeated periodically. Participants are drawn from elected state restaurant association officers and CEO's of well-known foodservice companies. I am excited about this program. It will allow NRA to step up the dialogue between the industry and key political figures.

Congressional reception

With the same goal in mind, NRA is sponsoring a special reception in the Congressional Caucus Room in mid September. This Second Annual "Chef d'Oeuvre" reception features a selection of specialty items prepared by 12 of Washington's finest restaurants. The guests are your congressmen and senators, and the hosts and hostesses are the NRA Board members. This elegant reception provides another opportunity for us to remind our legislators that we are an integral and essential component of the economic and social fabric of the nation.

Each congressman and senator received his invitation attached to a chef's apron inscribed with the words, "It takes eight million foodservice employees *and me* to feed America." That helped get the point across.

Members gather to learn

Additional significant events are on the NRA calendar. The Ninth Annual California Wine Workshop will be held in Sonoma, California, on September 29 through October 3. This exciting educational program is extremely popular and is one of several educational programs undertaken by NRA every day of the year.

The National Conference on Off Premise Catering is scheduled for late October in Washington, DC. This is a new symposium which will bring together experts on catering, one of the fastest growing segments in our industry.

NRA communicates

In the last few weeks, every NRA member company received several important mailings including new publications, information kits and promotional materials. These materials are:

Help Prevent Drunk Driving: An Information Package

Nutrition and Foodservice—the first in a new series of *Current Issues Reports*

Grandparents Day promotional material and

Foodservice Industry Pocket Factbook—included in the August issue of ***NRA News***.

You will receive shortly this year's *Catalog of NRA Publications*—a listing of the books and brochures the association makes available to help you make the decisions which put your operation in the forefront of business activity.

You will also receive shortly the *1984–85 NRA Membership Directory*. NRA continues to be the leading source of information in the foodservice industry.

During the past month, 115 new members joined NRA. I welcome you to the most prestigious foodservice trade association in the world. Your participation in NRA will make your business grow and make the association more effective in its endeavors on your behalf.

Sincerely,

Harris

Harris O. Machus
President and Chairman of the Board

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Teenagers, the focus of this month's issue, are an important segment of the foodservice market. Not only do they command a sizeable pool of discretionary dollars but they also are a significant part of our industry's labor force.

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SHORT ORDERS

NRA to form new study group

The development of an independent/family-owned restaurant operators study group will be discussed at an organizational meeting on January 26–27, 1985, at the Meridien Hotel, in New Orleans, LA. The meeting is conveniently scheduled just before NRA's National Management Conference for Independent Operators (previously NRA Tableservice Conference) January 27–30, also in New Orleans.

Topics will include, estate planning, accounting systems, computer equipment, employee benefit programs, financing and the perpetuation of the family business.

The study group series is an ongoing educational forum designed for individuals with similar responsibilities. The groups meet once or twice each year to share experiences and ideas pertinent to their operations.

This will be the first study group formed by NRA specifically designed to address the concerns of the family-owned restaurant. The group would like to attract those operators with annual sales volume above $5 million.

To participate, contact Philip Kralovec at NRA's Chicago office, (312) 853-2525.

Your vote does count

With major registration drives now under way by both the Democratic and Republican Parties, voter turnout this year may reach new heights. But it won't happen unless you, your managers and your employees register to vote and then take the time to go to the polls on Nov. 6.

The stakes this year are high: the presidency, vice presidency, 33 Senate and 435 House seats as well as thousands of state and local offices.

The winners of all these races will make important decisions that will have lasting effects on your community, your business and the nation.

Your vote does count, as a number of close races in 1982 demonstrate.

- In Texas, Democratic Rep. Tom Vandrigriff won by just 344 votes. That's 1.5 votes per precinct. If one or two voters had not gone to the polls in each precinct, the outcome could have been different.
- In Pennsylvania, Republican Rep. Thomas J. Ridge won by 729 votes—2.1 votes per precinct.
- In the Senate, one changed vote of every 1,250 cast would have given the Democratic Party control of the Senate. The Republican Party maintained its eight-seat majority by only 40,000 votes—of 50 million votes cast for 33 seats.

It's not difficult to register. Laws vary from state to state, but generally registration only involves filling out a card at your county clerk's office, city hall or library.

The Copley Plaza Hotel begins apprenticeship program

The Copley Plaza Hotel, Boston, MA, begins a two-year food preparation apprenticeship program on September 10, 1984, with funds provided by Charles L. Banino Foundation.

The program will train participants in the many stations of food preparation, such as preparation kitchen, butcher/fish shop, garde manger, stewardship, pastry, banquets and food and beverage storeroom. Instruction will be given by a trained chef in each of the assigned areas to ensure that participants gain a thorough understanding of all stations.

All apprentices who complete the program will receive a certificate from the Charles L. Banino Foundation and The Copley Plaza Hotel. For more information, contact Rita Rains at the Charles L. Banino Foundation, 35 Hyde Street, Weymouth, MA 02188; (617)335-1583.

NRA offers catastrophe major medical plan

A special enrollment period is now in progress for the NRA $1,000,000 Catastrophe Major Medical Insurance Plan. During this time, enrollment is open to all NRA members and spouses regardless of age. Unmarried dependent children from birth to age 25 also qualify. Acceptance is guaranteed. Enrollment closes November 1, 1984.

The Catastrophe Major Medical Insurance Plan provides insurance protection designed to take over after basic health insurance benefits are exhausted. Skyrocketing hospital and nursing home costs, escalating doctors' fees, expensive medicines, specialized surgical procedures and new equipment can push expenses far over the limit basic health insurance was designed to handle. This is where the Catastrophe Major Medical Insurance Plan comes in.

Since this plan is supplemental coverage for serious, long-term illnesses and accidents, it includes a $25,000 deductible. All eligible expenses for an illness or accident are applied toward the deductible whether paid out-of-pocket or by other insurance.

Once the deductible has been reached, the Catastrophe Major Medical Plan pays 100 percent of all eligible hospital-medical-surgical-convalescent expenses up to $1,000,000 for up to 10 full years. A period of two years is given to reach the deductible amount.

Should more than one insured family member be injured in the same accident or contract the same disease within the 30 days, only one deductible will apply for those involved. Yet, each insured is eligible for full benefits.

For further information on the plan, contact NRA's insurance administrator Albert H. Wohlers & Co., NRA Group Insurance Plans, 1500 Higgins Rd., Park Ridge, IL 60068.

WASHINGTON REPORT

Drinking age law should not affect underage foodservice workers

Foodservice employees below the legal drinking age can rest easy. According to Senate sponsors of the new federal law that seeks to establish a uniform drinking age of 21, those under the drinking age can continue to work in establishments that sell alcoholic beverages.

"I want to make it clear that this is not an attempt to require any state to set minimum age limits for restaurant or tavern employees who take alcoholic beverage orders, check identification, or mix, serve or receive payment for alcoholic drinks," says Sen. John Danforth (R-MO), a sponsor of the new law that was signed by the President in July.

"Congress recognizes that the restaurant industry alone provides jobs to hundreds of thousands, perhaps over a million, young people under the age of 21," said Sen. Frank Lautenberg (D-NJ), another sponsor of the bill.

Many state laws allow 18, 19 or 20-year-olds to serve liquor, and they allow those under 18 to work in the establishment provided they do not handle alcohol.

To protect these jobs, NRA is asking restaurateurs affected by the law to urge their state legislatures to permit employees below the drinking age to continue working in licensed establishments.

Twenty-seven states and the District of Columbia will be affected by the new law. They will have two years to enact a 21-year drinking age. States that fail to comply will lose five percent of their federal highway construction funding in the third year and 10 percent in the fourth year.

No compromise in sight for immigration bill

The NRA-opposed immigration reform bill, which passed both the House and Senate, may never be enacted.

A House-Senate compromise has not been reached and may not be in this election year. If that is the case, the bill will die at the end of this session.

The bill passed the House on June 20 by a 216 to 211 vote, a slim margin that has already deteriorated as the November election nears and opponents exert pressure on legislators.

Businesses, unions, minorities and most Democrats oppose the bill—and presidential candidate Walter Mondale pledged during the Democratic National Convention that he would work against the bill.

Opposition centers around three controversial areas:

1. a "guest worker" provision that each year would allow 500,000 agriculture workers to enter the country to harvest crops;
2. penalties against employers who "knowingly" hire illegals; and
3. automatic amnesty for aliens who have entered the U.S. prior to a fixed date (1982 in the House bill; 1980 in the Senate bill) and deportation for those who have entered since.

Proponents of the bill may try to sidestep a conference committee and take the House bill directly to the Senate for approval. If the Senate were to accept the House bill without changes, it could go to the President for his signature.

But Senate leaders and the White House say they won't accept the House version. And House leaders say too many congressmen oppose the bill now--enough to kill it the second time around.

NRA is part of a coalition working to defeat the bill.

However, NRA had decided earlier this year not to actively oppose the bill as long as it contained an amendment making new employer paperwork requirements optional, but that amendment was stripped from the bill during House consideration in June.

And an antibusiness amendment has been added to the employer sanctions provision that NRA opposes.

This amendment, offered by U.S. Rep. Barney Frank (D-MA), is designed to protect workers from discrimination but would subject employers to multiple suits based on the same claims of misconduct as well as impose civil fines of up to $4,000 for each individual against whom an employer discriminated.

Analysis

Tax reform is inevitable

More federal revenue and simpler tax laws are the goals of several tax reform proposals now on Capitol Hill.

Major revisions in the tax code seem certain in the next few years. President Reagan has asked the Treasury Department for recommendations to simplify the code. The House Democratic Caucus supports a modified "flat" tax. Researchers and academicians are calling for tax reform, and at least eight fundamental tax reform proposals have been introduced in the 98th Congress.

This presidential election may set the tone for reform. Walter Mondale's bold proclamation in July that he would raise taxes to cut the federal deficit has fostered continuing debate on tax policy as has President Reagan's response to Mondale's tax initiatives.

No matter what the outcome of the election, tax experts say tax reform will be necessary. The current tax system can no longer meet the revenue needs of the federal government. It suffers from structural de-

fects that discourage savings and investment, and it is perceived as being too complex and skewed in favor of the rich.

Major alternatives to the current system generally fall into three categories: a comprehensive income (flat) tax, a consumption tax or a value-added tax.

• **Implementing a value-added tax (VAT)** would be the simplest way to raise new revenue. It wouldn't require restructuring the current system, but business would be faced with two complex systems instead of one.

VAT is essentially a sales tax collected at all levels of production based on value added at each level. The tax is ultimately passed onto the consumer in higher prices.

• **A flat tax,** in its purest form, would tax *all* income from *all* sources, whether saved, invested or consumed. It would broaden the tax base by eliminating tax preferences, and it would result in lower tax rates.

A flat tax would allow deductions only for the cost of obtaining income, and that would make the system very simple and equitable.

A variety of modifications to the basic flat tax premise have been proposed in Congress.

The Bradley-Gephardt bill is probably the most well known flat tax proposal. For business, it would establish a single 30 percent tax rate with simpler depreciation and no business investment or research and development credits.

For individuals, there would be no more than three tax brackets: about 30 percent for top earners, 26 percent for middle-income earners and 14 percent at the lower end of the earning scale. There would be only a few deductions, such as those for charitable contributions or home mortgage interest payments. There would be no income averaging, dividend and interest deductions or rate indexing.

Another proposal, the Kemp-Kasten "fair and simple tax" (FAST), would have a flat 25 percent rate for all individuals. There would be few deductions, but there would be generous personal exemptions and income exclusions.

FAST would lower the corporate tax rate from 46 to 30 percent. Small businesses would pay a reduced 15 percent rate on the first $50,000 of income.

• **A consumption tax,** like a flat tax, would broaden the tax base in exchange for lower rates. Taxpayers would report all income received from all sources. Deductions would be allowed for amounts saved, invested in income-producing assets or used to pay debts. The amount remaining, or the "consumed" amount, would then be taxed.

This system would increase incentives for savings and investment, but it could adversely affect those with low or fixed incomes, who tend to spend a high percentage of their incomes.

Congress is likely to consider one of these alternatives next year but it may opt for a less complex solution such as a temporary surtax.

Peterson leads NRA's Government Relations Committee

Jim L. Peterson, president and chief executive officer of Whataburger, Inc., Corpus Christi, TX, was named chairman of NRA's Government Relations Committee during the NRA Show board meeting.

Peterson heads NRA's largest committee, which is composed of all NRA Board members and which sets policy for the association on government relations issues.

Peterson most recently served as chairman of NRA's State Communications and Political Education Committee, where he was instrumental in developing NRA's new alcohol awareness training program.

Discussing his new role, Peterson said he will seek greater input and participation by NRA members on government affairs issues, place more emphasis on strategy development, both long-range and short-term and foster improved communications with state associations and allied groups.

Peterson regards communication with the membership as the most important aspect of a good government relations program.

"It's a two-way street," he said. "If our members don't tell us what their problems are, we can't represent them effectively in Washington. At the same time, if we don't properly communicate the importance of an issue to them, we can't expect them to be of much help to us."

To keep the lines of communication open, Peterson plans quarterly meetings of foodservice executives to discuss issues affecting the industry.

For the future, Peterson said the major issues confronting the industry will include

• wages and employment
• alcohol and
• product and menu labeling and burdensome taxation.

He noted that NRA has formed task forces to address these matters.

Exempt manager bill may narrow requirements

A bill (H.R. 5949) introduced by U.S. Rep. Denny Smith (R-OR) would eliminate one of six criteria used by the Department of Labor (DOL) to determine whether an employee is a bona fide manager and can be exempted from minimum wage overtime requirements.

The bill would drop the requirement that a manager must regularly direct the work of at least two other employees for foodservice, hotel/motel and apartment building managers.

Other DOL criteria for supervisory personnel unaffected by the bill are that

• their primary duty must be management
• they have authority to hire and fire or their recommendations carry particular weight
• they regularly exercise discretionary powers in their work
• their nonmanagerial duties take up no more than 40 percent of their time and
• they are paid at least $155 a week in salary.

The condition that is most difficult to meet in foodservice is the one relating to nonmanagerial duties, and NRA may ask the congressman to consider changes in this area.

—Jay Morris

THE LAW

Legal aspects of employing teenagers

The foodservice industry is a major employer of teenagers. But special restrictions apply to some teenage employment, and foodservice operators should be aware of possible problems.

Child labor laws . . .

Generally, the minimum age for employment under federal and most state laws is 14. Employees 14 through 17-years-old are subject to some restrictions concerning hours and type of employment. Employees 18 and over are not subject to child labor laws, but state liquor laws may prevent or limit employment in licensed establishments for some in this group.

Employees 14 and 15-years-old may *not* do any of the following jobs:

- cooking (except at soda fountains, lunch counters, snack bars or cafeteria serving counters) and baking
- occupations involving operating, setting up, adjusting, cleaning, oiling or repairing power-driven food slicers and grinders, food choppers and cutters, and bakery-type mixers
- work in freezers and meat coolers or work in preparation of meats for sale (except wrapping, sealing, labeling, weighing, pricing and stocking when performed in other areas)
- other types of work involving machinery repair and maintenance, loading and unloading trucks and conveyors, outside window washing or any use of ladders or scaffolds, working in warehouses or boiler rooms.

In addition, employees 14 through 17-years-old are barred from operating or repairing circular saws, band saws, guillotine shears and equipment deemed by the U.S. Department of Labor (DOL) to be "hazardous." Most motorized mixing and cutting equipment falls into this category, as do pizza dough rollers without protective devices.

Working hours for 14 and 15-year-olds are limited by federal law to three hours per day, 18 hours per week when school is in session and eight hours per day, 40 hours per week at other times. This age group may only work between the hours of 7 a.m. and 7 p.m. on school days; as late as 9:00 p.m. at other times. No federal working hour restrictions apply to those 16 and over, although it's always advisable to check with your state restaurant association or enforcement agency for any state child labor laws which may be more restrictive than the federal law. "NRA's Federal and State Child-Labor Laws *(1984 Update)*" is available for $1.25 per copy from NRA Publications, 311 First St., N.W., Washington, DC 20001.

Full-time students . . .

The federal minimum wage law permits the employment of full-time students (of any age though most of these are teenagers) at 85 percent of the minimum wage with some significant limitations:

- Full-time students can be employed at the reduced rate for no more than 20 hours a week except during school vacation when they can be employed 40 hours a week at the special rate. For all hours over the limits, they must be paid at least the minimum wage.
- Any company can employ up to six full-time students at the special rate by filing an application with the wage and hour division of the closest DOL regional office. But you need not wait for approval from the DOL; instead, you can start employing your six below-minimum-wage students as soon as your application has been mailed. However, if you are asking for approval to hire more than six students, you must await DOL approval before employment at reduced rates can begin.
- The number of students an employer can hire will be expressed by a figure representing the number of student hours of employment proportional to the total hours of employment in the establishment where the student will work.

Targeted jobs tax credit . . .

Restrictions and limitations notwithstanding, the federal government does occasionally *encourage* you to hire teenagers. The targeted jobs tax credit program, now extended through 1985 and administered by state employment services, is an example. By hiring young people 18 to 24-years-old from economically disadvantaged families, an employer becomes eligible for a tax credit of 50 percent of the first $6,000 paid in wages during the worker's first year of employment and 25 percent during the second year of employment. The credit is also available for hiring economically disadvantaged youth 16 through 19-years-old age who are participating in cooperative education programs.

Also, a special summer youth credit is available. Employers who hire economically disadvantaged youth for summer employment may take an 85-percent credit on the first $3,000 of wages paid during any 90-day period between May 1 and September 15. These employees must be 16 or 17-years-old on their starting dates and must not have previously worked for the employer. If a summer employee also qualifies as a member of a standard target group and you continue to employ him/her beyond 90 days or past September 15, you may take the regular 50 percent credit for this period, but the employee's total summer wages will be counted towards the $6,000 first-year limitation.

—Robert Palmer

THE BOARD ROOM

NRA director honored with achievement award

NRA Director Thomas S. Monaghan (Domino's Pizza, Inc., Ann Arbor, MI) was one of 40 honorees awarded the American Academy of Achievement's prestigious Golden Plate Award at its 23rd Annual Salute to Excellence Weekend in Minneapolis, MN, July 5-7.

Sharing the spotlight with Monaghan were 40 other award winners, including former President Jimmy Carter, Pittsburgh Steeler Franco Harris, actor John Travolta and seven recipients of the Nobel Prize.

Monaghan was singled out for his rags to riches rise in the foodservice industry. Raised in an orphanage and foster homes, Monaghan parlayed a $500 investment in an Ypsilanti, MI, pizza parlor into a chain that now boasts over 1,000 units and $400 million in annual sales.

NRA Vice President Ted Balestreri (Sardine Factory, Inc., Monterey, CA), a past Golden Plate recipient, presented Monaghan with the award at a black-tie banquet.

The academy's Salute to Excellence Weekend recognizes achievers from all walks of life for their contributions as role models to the youth of America. Honor students from high schools and technical schools across the nation are traditionally invited to the annual event, which features speeches by celebrated leaders who recount the challenges and successes of their careers.

Students are sponsored by private individuals, industry leaders or corporations and receive all-expense-paid trips to the weekend event. While hundreds of pupils participate yearly, this is only the second symposium attended by a culinary student. NRA Vice President Ted Balestreri, a member of the academy's executive committee, sponsored Albert Celentano, a student at the Culinary Institute of America.

NRA Vice President Ted Balestreri (R), presents the American Academy of Achievement gold plate award to NRA Director Thomas S. Monaghan at the 23rd Annual Salute to Excellence Weekend in Minneapolis, MN.

Vidricksen casts vote at Republican National Convention

NRA Director Ben E. Vidricksen (Vidricksen's Food Service, Salina, KS) was a delegate at the Republican National Convention last month in Dallas, TX.

Vidricksen, state senator for the 24th senatorial district of Kansas for the past five years, was one of three delegates representing the 1st congressional District of Kansas at the Dallas convention.

Past president of the Kansas Restaurant Association, Vidricksen has been a member of the NRA board since 1977.

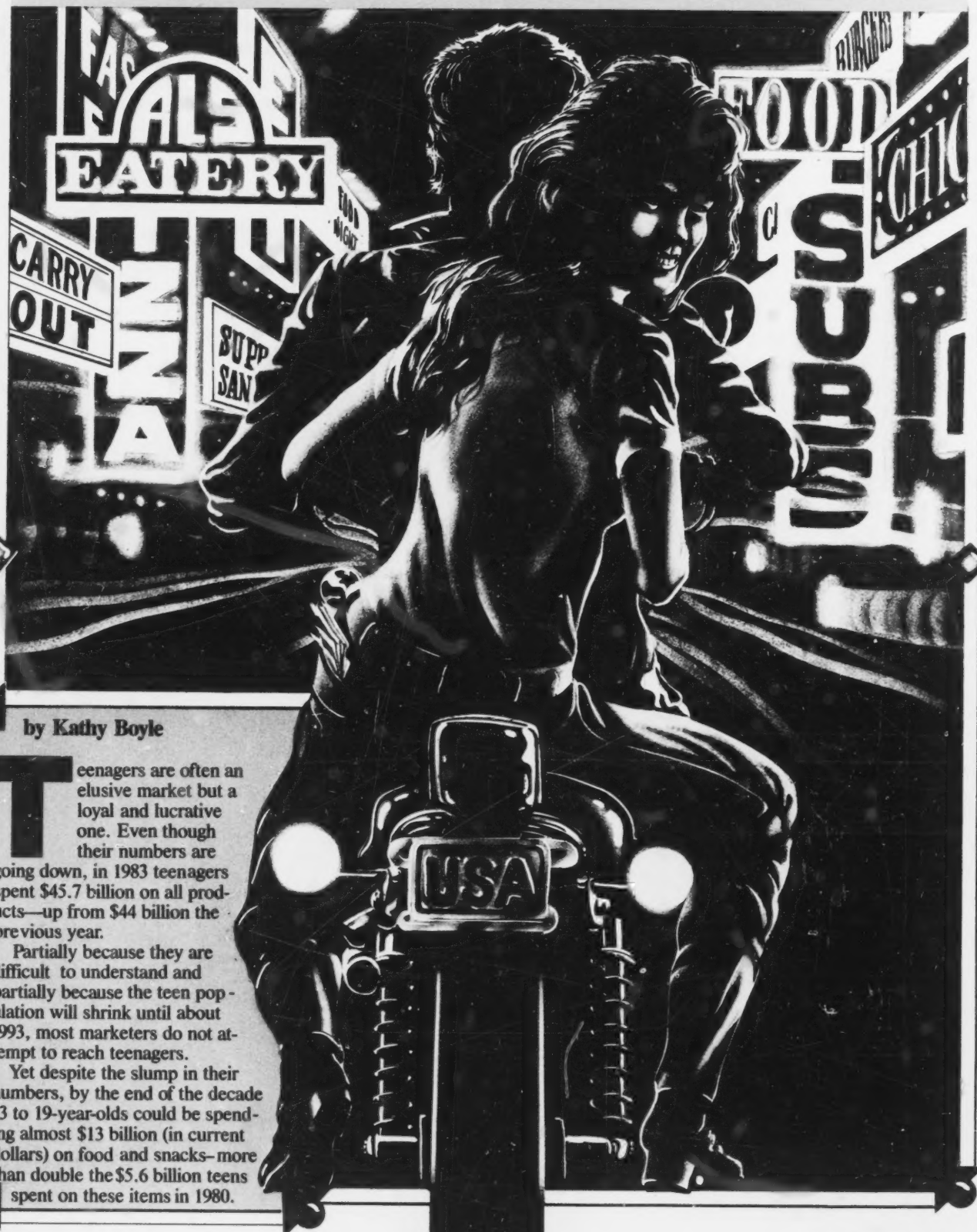
NRA board meets in nation's capital

For the second year in a row, the NRA board of directors will hold its fall board meeting in the nation's capital.

A high point of the four day meeting later this month will be the board's Second Annual Congressional Reception for the members of the 98th Congress. This gala event, featuring the best cuisine of 12 of Washington's premiere restaurants, will be held in the Caucus Room of the Cannon House Office Building from 5 p.m. to 7 p.m. on Tuesday, September 18.

—Dorothy Dee

THE ELUSIVE TEENAGE MARKET



by Kathy Boyle

Teenagers are often an elusive market but a loyal and lucrative one. Even though their numbers are going down, in 1983 teenagers spent $45.7 billion on all products—up from $44 billion the previous year.

Partially because they are difficult to understand and partially because the teen population will shrink until about 1993, most marketers do not attempt to reach teenagers.

Yet despite the slump in their numbers, by the end of the decade 13 to 19-year-olds could be spending almost $13 billion (in current dollars) on food and snacks–more than double the $5.6 billion teens spent on these items in 1980.

Aside from the obvious sales benefits of tapping into this market, teenagers can also become steady customers in their adult years.

"If you can reach them, you have their loyalty for years and years, not just exclusively as teens. Today those teens from the 60s are coming in and bringing their children," says John Weir, director of public relations for Burger King, Miami, FL.

That is why, he adds, "Burger King has always encouraged its franchisees and managers to work with local scouting groups, little league, and to sponsor local events, such as high school bands."

What is the teen market? . . .

With its quick changing fads and whimsical ways, the teen market is often difficult to understand. But the Rand Youth Poll, an opinion research group in New York, NY, has tried to define it by tracking buying patterns over the past 31 years.

Describing today's teens, Lester Rand, president, says, "They are virtually today's entire movie audience. They like to go out dancing, to rock concerts, fast food establishments and ice cream parlors. They are in the forefront of styles and fashions, with a keen interest in all sorts of new products. Their exuberance and vitality mesmerizes adults into fulfilling their wishes and desires."

Teens influence the family decision on where to dine. In a tally of the "things teens urge their parents to buy," going to restaurants ranks second, just behind food for the home but outdistancing stereos, cars, video recorders and vacation sites.

Dr. Steve Barnett of Planmetrics, Inc., a market research group with offices in New York, NY, Chicago, IL, and San Francisco, CA, also studies teens. He uses anthropological probing techniques and market research to unearth data on teen trends and conduct an ongoing study on teenagers for a number of clients, including restaurateurs. In 1980, the study identified a clearly definable group of teens, which Barnett labelled "New Wave" teenagers. Comprising 25 percent of the population in 1980, this group has grown to 39 percent of the teen population in 1983.

These New Wave teenagers crisscross every demographic group. Some are well-to-do, some poor, some white, some black, but there are few Hispanics and Asians. "In

Teens: a snacking generation

Today's teens like to snack. A recent survey of 681 Californian teens by the Citizens Policy Center in Oakland, CA, found that youngsters between the ages of 12 and 19 eat 52 percent of their meals away from home—usually in a fast food restaurant, snack bar or school cafeteria.

According to the study, favorite snack foods among teens are candy, chocolate, soda, chips, ice cream and pizza. Another study by Florida International University (Miami, FL) has found that pizza is the top choice of U.S. teens, followed by french fries, peanut butter and jelly sandwiches, hamburgers, fish and ice cream.

All teens eat few fruits and vegetables, and report no correlation between what they eat and how they feel.

Pre-teens, on the other hand, are more health-conscious, according to the Consumer Nutrition Center at Campbell Soup Company, Camden, NJ. Corn is the favorite vegetable of 2 to 12-year-olds, and grapes rank as the top fruit.

—USA Today

demographic terms these teens look a lot like the rest of the population," says Barnett, "but in attitude they are quite different."

Partial to bizarre dress, multicolored hair, earrings (even among men), drug taking and Music Television (MTV), the New Wave style is best defined by the following characteristics:

- **Protechnology**

New Wave youth are comfortable with computers and computer games. They are drawn to technology of all sorts: cars, stereos, games and even clothes with metallic colors. But they are not concerned with how a computer works; they merely take it for granted.

- **Artificial better than natural**

New Wave youth ridicule "natural" or "health" food as tasting terrible and associate this food with their parent's generation.

- **Environmentally unconcerned**

New Wave teens appear to be significantly apathetic toward environmental issues, such as energy conservation.

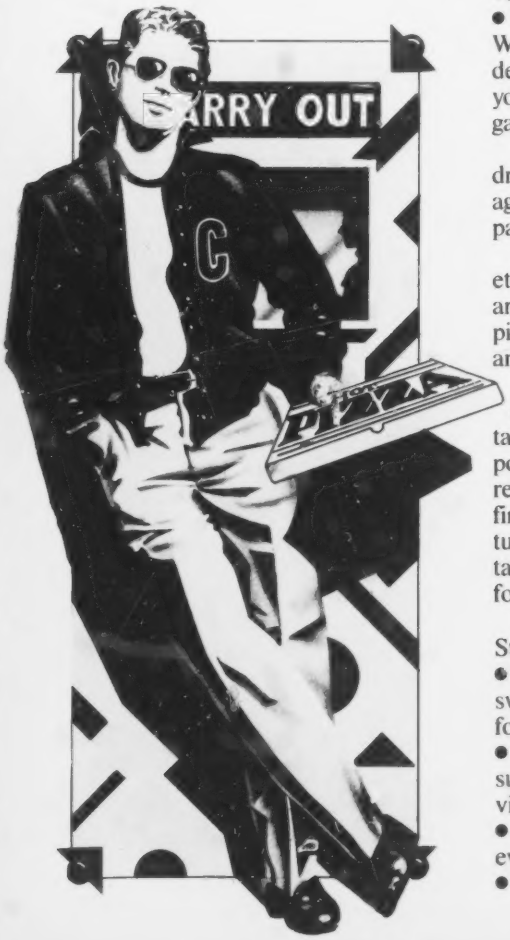
Teen spending for food away from home varies by age and sex, the Rand Survey revealed, with boys spending more in the food category.

Average weekly expenditures by teens in 1983

	Total weekly allowance and earnings	Food and snacks
13 to 15 years		
Males	$22.75	$6.50
Females	23.60	3.95
16 to 19 years		
Males	$53.45	$6.60
Females	54.60	3.90

Overall, females outspend males, a characteristic consistently repeated throughout the 31-year history of the Rand Youth Poll, but in the food and snacks category they spend less than males.

Source: *Rand Youth Poll*



- **Politically apathetic**

Following a trend noted in youth in general, but more pronounced in the New Wave group, these teens feel politically alienated and disinterested in voting or the political process.

- **Living in an imaginary world**

With a short attention span and a tendency to bore quickly, New Wave youth move from one imaginary video game to another.

To generalize, the New Wave children are in many ways rebelling against the values of the 1960s, their parent's generation.

According to his findings, Dr. Barnett believes "that with most fast food and restaurant marketing either pitched at small children or families" and those ads with teens pictured as "cheerleadery, fresh-faced, smiling, disgustingly wholesome teens" restaurateurs may be missing some opportunities. "New Wave youth do not respond to these ads, and, in fact, we find that many of these youth are turning to less heavily advertised restaurants, such as pizza and Mexican food restaurants."

What they do respond to, says Steve Barnett, are

- opportunities to eat frequently; sweet, salty, greasy and garlicky foods are especially popular
- appeals to their repeat business, such as coupons good for their next visit
- promotions tied to their special events, parties and concerts
- environments that are conducive for groups and cliques to gather and sit in rather than open seating and
- new ordering techniques that tie in with their interest in computers. "I think it would be extremely appealing for them to order food from some sort of computer at their booth," suggests Barnett.

One operator whose drive-in restaurant is popular with teens is Big Don's Drive In in Gillette, WY. Owner Gary Gulley has found that teens gravitate to his unusual pineapple, chocolate and cherry flavored cokes; his corn dogs and his mustard-mayonnaise for french fries. Gulley has also noticed that teens enjoy listening to music while they eat in their cars and appreciate discounts for special activities, such as sporting events.

Burger King has found that business has picked up after dates and concerts and so has opened more drive-through windows, which stay open until two or four in the morning.

The other 61 percent . . .

If the New Wave group comprises 39 percent of the teen population, what about the other 61 percent? According to Dr. Barnett's research, this group is not clearcut. It has many subsets, including traditionalists as well as a "born-again" group comprising about 10 percent of the teen population.

A New York advertising executive familiar with marketing to teens explains that "reaching teens means

choosing the right media." The media that most heavily reaches teens is radio, top 40's stations (for the 13 to 15-year-old group) or pop album rock stations (for the older teen).

Music Television, the new cable network estimated to reach an audience of nearly 16 million, is another new way to reach teens. Today teens no longer ask, "Did you hear the newest song by the Police (a rock group)?" but rather, "Did you see the newest song by the Police?" Some advertisements on MTV even take on the same form as the colorful and often bizarre rock singing segments so as to be almost indistinguishable from the shows themselves.

Some marketers believe that teenagers don't need to be approached as a special group and that they respond to the same type of advertising as other people do. "In our advertising we don't go after teens as a separate market, although we think our message on network TV reaches them," says Weir of Burger King. Other franchises, such as Baskin Robbins and Kentucky Fried Chicken, also prefer to focus their efforts on a broader audience, arguing that the way to target teens is to target their parents. Target the media that comes into that type of household, explains Weir. For example, to get higher income teens, target their higher income parents.

Teens only nightclub . . .

Whether they are New Wave or not, teens gravitate toward each other and enjoy an atmosphere removed from adults and children. One concept that offers this exclusivity is a soft-drink-only nightclub for teens. Pioneers in this business are Joseph Dauphinais, his wife and five children, owners of J.D.'s in Wolcott, CT. In operation for about two years, the nightclub welcomes 13 to 21-year-olds each Friday and Saturday night.

Says Dauphinais, "When our own children were teenagers, one of the biggest problems was that there was never any place for them to go at night." J.D.'s seems to fill this gap, bringing in 250 to 350 teens for $3.00 each Friday night and 400 to 500 on Saturday night for $4.00 each. The Dauphinaises even opened the club a few Sunday nights in the winter for breakdance contests.

Using the Dauphinais' success as their model, competing clubs have sprouted up in nearby towns, making the Dauphinaises consider franchising their idea. "We get a steady stream of regular customers, some as far away as New York," describes 27-year-old son Bob. Basically, the nightclub consists of two rooms—a smoking and non-smoking dance room, with video games in the non-smoking area and a disc jockey in the large smoking room. Pizza, candy and popcorn are served along with a "lot of soda," says Bob Dauphinais.

Teens are very strictly supervised on the premises, where the rule is no alcohol or drugs and no fights. No one can leave and return without paying the admission charge again. This is to discourage using drugs or drinking in the large parking lot. Anyone caught breaking the rule is taken to the office while the police are called or parents notified.

To enforce the rules, the Dauphinaises hire between 15 to 20 young men, almost indistinguishable from the patrons, to check the club and the parking lot.

The "no drugs, no booze, no fights" rule has proven to be an attraction rather than a deterrent. Another unexpected boon for business came in October 1983 when the drinking age in Connecticut was raised to 20. With the higher drinking age, young people have been forced out of the regular discos and nightspots where alcohol is served and are glad to have some place to go.

With a nationwide drinking age of 21 endorsed by President Reagan, this type of soft-drinks-only club may potentially grow.

In conclusion . . .

Although the teen market is hard to follow, teen spenders are worth attracting because they command a sizeable pool of discretionary dollars. As Bernard Booms, professor at Washington State University in Seattle, WA, puts it, "They go where the kids go. The only change in the past 20 years is that the fad has changed." ❑

Editors note: *The opinions expressed in the article are those of the author and do not neccessarily reflect NRA views.*

Weekly frequency of meals eaten out by age

Meal	Age group			
	21 and under	22–40	41–64	65 and over
Breakfast				
At least once	11.8%	17.7%	16.6%	11.3%
1–2 times	5.4	11.5	10.6	7.0
3–4 times	2.5	3.0	2.7	2.2
5–7 times	3.9	3.2	3.3	2.1
None	88.1	82.3	83.3	88.7
Lunch				
At least once	67.7%	54.3%	45.8%	28.7%
1–2 times	13.2	23.1	17.5	15.3
3–4 times	7.5	10.1	7.9	6.5
5–7 times	47.0	21.1	20.4	6.9
None	32.2	45.6	54.1	71.4
Dinner				
At least once	42.9%	53.9%	50.5%	37.8%
1–2 times	31.0	38.8	34.6	24.6
3–4 times	7.2	10.1	10.5	7.6
5–7 times	4.7	5.0	5.4	5.6
None	57.0	46.1	49.5	62.2

NOTE: Totals may not add to 100 percent due to rounding

Source: *Meal Consumption Behavior*, NRA, 1981

TEENAGE EMPLOYEES

How to turn the employment tide in the industry's favor

by Carolyn Mulford

Teenagers have become an important part of the industry's labor force. Teenagers frequently make up half to three-fourths of the staff of fast food restaurants and one-fourth to one-third of the staff of full-service restaurants.

An informal survey of a dozen representatives of various types of restaurants around the country shows a near consensus on the advantages and disadvantages of employing teenagers and that the advantages far outweigh the disadvantages.

Advantages . . .

The biggest advantage in hiring teens, all agree, is availability. Students want to work part time and tend to expect (at least at first) the minimum wage. Although statistics show the number of teenagers is decreasing, and the number of foodservice jobs (particularly in fast food units) is increasing, no one reported having trouble finding teenagers to fill jobs. Tom Devlin, president of Sunshine Pizza (Wilsonville, OR) states that he receives 200 to 400 applicants for 30 to 40 jobs when he opens new stores in Oregon.

The next big plus is enthusiasm. Teenagers' energy and eagerness make up for their lack of experience, enabling them to equal the productivity and quality of older workers in at least the entry-level jobs.

This enthusiasm builds good customer relations. Robert Nichols, owner of La Prad's, a family-style restaurant in the Georgia mountains, says that senior citizens particularly like "to see someone that looks fresh, neat, clean and ready to go." Willie Lambert, manager of a Luby's Cafeteria in Austin, TX, notes, "The young floor attendants tend to talk more with the customers than other employees do. That helps bring the customers back."

Disadvantages . . .

There are disadvantages in employing teens, too. Students often aren't available as consistently as they expect to be when they apply for a job. Norman Atz of Atz Ice Cream, Fort Wayne, IN, points out that the "persistent problem for high school students is having other activities on their schedules." As several employers said, teenagers have to adjust to

the fact that foodservice workers are the busiest just when others are enjoying themselves.

The other major disadvantage is lack of experience. Most employers express little concern about this, however, seeing it as an opportunity to train the teenagers as they want them trained. The training involves two aspects: job-related skills and good work habits. Joe Angel, president of Burger King's restaurant management group in Portland, OR, points out that first-time employees initially may not understand "what the job place requires in regimentation—punctuality, dress, haircuts."

The 16-year-old employee may lack the maturity and judgment of those a few years older, and William Zacharias, director of employee/labor relations for Arby's, Inc., Atlanta, GA, notes "a tendency to indulge in horseplay."

Zacharias also says that Arby's hires many more 18 to 19-year-olds (50 percent of the employees) than 16 to 17-year-olds (17 percent of the employees) because those under 18 are not allowed to work with "hazardous equipment." However, most of the other operators interviewed like to hire 16-year-olds in order to increase the likelihood of the students remaining for at least two years as they finish high school.

For some restaurants, such as the Mr. Steak franchise run by Chuck Roherty in Janesville, WI, the problem is that those under 18 cannot serve liquor. Roherty is concerned that the raising of the drinking age may portend a raising of the serving age.

Finding teenage employees . . .

To maximize the advantages and minimize the disadvantages, those who rely heavily on teenage employees seem to place special emphasis on selection and training.

The preferred method of recruiting new employees is through current employees. Angel reports that for six years the Burger King franchisees in Portland have given a $50 dollar savings bond to anyone who brings in an employee who works at least 60 days. He credits the good results to the fact that the new employee knows what to expect and comes in willing to do the hard work required.

Oregonian Tom Devlin uses another favorite method in recruiting for his pizza parlors. He works closely with high school teachers in charge of foodservice vocational programs or work programs. He also runs ads in local papers or puts a sign in the window.

Devlin likes to hire "different kinds of students—football players, band members, academic types—who have access to different groups in the school." He finds that they not only help draw in customers but also "help with discipline control among their peers."

Bruce Raternik of California-based Carl Karcher Enterprises (Anaheim) says that the managers of the 400 Carl's Junior Restaurants work closely with schools and with community organizations, such as youth groups and churches.

One reason that managers like to work with schools or community groups is the extra push to do well that a teacher, pastor or leader provides.

General school work programs, i.e., distributive education, may be of more help than vocational foodservice programs to those who do not have full-service restaurants. Atz said that one vocational program at a local school was more interested in placing gourmet chefs rather than recommending entry-level employees to do busing and waiting for his ice cream-oriented operations.

On the other hand, Frank Stover, manager of the Harvard Club, Cambridge, MA, welcomes the well-trained students from the foodservice program at the Minuteman Regional Vocational Technical School in nearby Lexington. No student can graduate from the school without having worked at least 500 hours in the foodservice industry.

The McDonald's Corporation, which helps underwrite the Minuteman program, is the largest employer of teenagers in the country. The corporation uses a variety of recruitment methods, including attending job fairs, using personnel agencies, working through such nonprofit organizations as the Urban League, listing openings at state employment offices, encouraging employee referrals through bonuses and putting a sign in the windows of its franchises.

Several operators like to conduct

more than one interview to assess the seriousness of an applicant. At La Prad's, a lakeside restaurant in Clarksville, GA, 18 miles from the nearest town, Nichols prefers that applicants come twice—once to pick up the application and see the place and then the next time with their parents for the interview. The main reason for including the parents is that Nichols wants to be sure the parents understand that their children are not to disappear for two weeks of family vacation in the middle of the summer.

Because he conducts a seasonal (eight-month) operation, Nichols has a special hiring problem. He needs teenagers to work in his resort operation after school starts, particularly on weekends. One way to solve this problem has been to hire those teens whose parents have cabins on the lake or who live near enough to come over to work on weekends.

Training teenagers . . .

Although most employers don't set up special training programs for teenagers, trainers and managers obviously take some special care with the young, first-time jobholder.

Norman Atz observes that teens are often scared. "They have no mother or teacher to protect them. It's their first time in the competitive world, and customers may seem 10-feet tall. We pat them on the back as much as possible," he says.

La Prad's also takes special care with teens during their first two weeks on the job. "We try hard to catch them doing something right," says owner Robert Nichols.

An effective training program also builds confidence. In Austin, TX, the six Frontier Enterprises coffee shops called Jim's Restaurant have a three-day initial training program for new employees.

The first day an in-house trainer teaches a class that covers such things as house rules, the menu, procedures for credit cards and filling out tickets. The trainer uses slides as a visual aid, and students practice some of the procedures they hear and see.

The second day the trainees shadow an experienced staff member in a restaurant. Those who train the newcomers receive extra pay and wear a special name tag that says "professional trainer." Because many of the trainers are also teenagers, this boosts their morale and gives new employees a goal to work toward.

Perhaps the most formalized training programs are those at fast food operations. Stephanie Skurdy, staff director of McDonald's Corporation, Oakbrook, IL, considers training the key to success.

For crew members, McDonald's combines the use of videotapes and a buddy system. After a general orientation that includes a tour of all stations, new staff members watch a videotape nine to 12 minutes long on how to do the job at one station. (McDonald's produces 90 percent of its own tapes.) The new employee watches with an experienced staff member, perhaps a crew leader responsible for training, and then goes with that buddy to see the job being done.

After employees learn one station, they start learning another. They continue until they know all the stations. According to Skurdy (and others), "The more a person knows, the more valuable that person is. Besides, people like to do different jobs. It keeps them from getting bored."

Skurdy maintains that trained managers are critical to the success of new hires. That is why McDonald's managers learn how to train, motivate and evaluate employees; how to treat teenagers as adults; and how to use such contemporary techniques as transactional analysis (the "I'm okay-you're okay" approach). Says Skurdy, "We teach managers to think of employees as individuals rather than as a

15 ways to win with teenagers

1. Use teenage employees to contact potential employees.
2. Work with schools, youth groups and nonprofit organizations to find potential employees.
3. Make expectations clear during the interview and again during orientation.
4. Be liberal with praise.
5. Be firm and fair.
6. Train on site. Involve both management and non-management employees in the training. Don't rely completely on on-the-job training.
7. Train managers to be patient, to train employees in both job skills and work habits, to give respect to all employees and to evaluate progress.
8. Train employees in more than one position and give them a chance to rotate.
9. Offer opportunities for promotion within both the hourly crew and management levels.
10. Pay close attention to scheduling problems. Remain as flexible as possible but distribute work evenly.
11. Give incentives—raises, promotions, fringe benefits, scholarships, recognition awards—to work hard and stay on staff.
12. Balance crews so that experienced staff members always are on duty with inexperienced ones.
13. Remember that teenagers are members of the same species as bosses and respond to the same management techniques that older employees do.
14. Study the local employment and population projections to see whether the dwindling labor pool will affect your area. If so, start planning now.
15. See "How to motivate hourly employees," pages 8–10, ***NRA NEWS***, October 1983.

group and then to think how those individuals fit into the group."

Other franchise operations have similarly excellent programs. Angel of Portland's Burger King uses videotapes and underscores the importance of personal interaction between the managers and the hourly employees, 80 percent of whom are teenagers. His operation uses some written tests as well.

Zacharias of Arby's in Atlanta uses training charts, manuals, tests (including a visual test sheet), and "five to eight weeks of being taken by the hand and walked through the various functions." Arby's sometimes uses a training store and sometimes does the training on site.

Employees do appreciate the extra attention. On-the-job experience is the most popular training method with fast food employees, according to a recently released report, *Fast Food Jobs*, published by the National Institute for Work and Learning in Washington, DC. Coworkers, special trainers, managers, assistant managers and crew chiefs are also considered to be helpful, but district and area managers or supervisors are not considered to be of much help, probably because they are less likely to be involved in day-to-day operations.

Retaining teenagers . . .

Once a teenager has enough training and experience to be a valuable member of the staff, the emphasis switches to retaining that employee. Decreasing staff turnover will become more and more important in the next few years, for the Department of Labor projects a need for almost 1.6 million more foodservice workers by 1990. The number of fast food workers is expected to jump by 51.1 percent. At the same time the low birth rate of the 1970s has reduced the percentage of the population that will become available for first-time jobs.

Fast-food operations are particularly sensitive to the growing need to reduce turnover. The National Institute for Work and Learning's study of 4,600 employees in seven fast food chains indicated that the mean length of employment is 18.6 months, with a fourth employed for more than two years and a fourth employed for six months or less.

Aside from the dwindling teenage population is the expense of employee turnover, which costs several thousand dollars per employee. Arby's, along with many other establishments, wants to retain hourly employees until they are ready to step into management positions. Currently, William Zacharias, Arby's director of employee/labor relations, estimates that nearly three-quarters of all Arby's restaurant managers have come up through the ranks. Those who have been promoted from within have one-tenth the turnover rate of those hired from the outside.

Basic to Arby's retention strategy are regular pay increases and eligibility for fringe benefits. Employees receive a 25 cent increase after three months and also at the end of each six months thereafter. Hourly employees who work more than 30 hours a week qualify for group insurance. After a year employees who have worked a certain number of hours earn a vacation with pay.

Says Zacharias, "We are great believers in psychological recognition, but a pat on the back is not enough." Quarterly recognition awards and employee of the month plaques posted in restaurants are among the morale boosters.

Education benefits can be a major incentive for staying in a job. Mannie Garcia, who has a number of Burger King franchises in and around Winter Park, FL, is one of the few franchisees who has established his own scholarship programs.

Under one program, which has just begun, any interested employee who has worked for at least six months, achieved expert status (capable of working all stations) and has at least a C average will have $200 placed into a scholarship account at the end of each six months worked. Parents can have the scholarship accounts set up for their children.

When the scholarship becomes payable, the money goes directly to the continuing education institution to cover costs of tuition, room and board or books and other educational expenses. The scholarship may be drawn out at one time or gradually.

Garcia's group also will give five $2,000 scholarships each year, with the winner being determined by a board of educators. Conceivably, a student who has worked for two years for Burger King could graduate from high school with almost $5,000 in scholarships.

As an added benefit, another Burger King franchisee in Gainesville, FL, a favorite university town for Winter Park students, will hire those who transfer from one of Garcia's branches and continue the scholarship account.

Other chains also encourage transfers as students go off to college or simply need to change their working hours. One franchisee's loss may be another's gain.

Throughout the industry, promoting from within seems to be one of the best ways to retain employees. Almost all employers speak of their eagerness to promote from within, though most point out that the complexities of modern management require postsecondary education and not just on-the-job experience. Nonetheless, again and again teenagers become assistant managers or crew leaders.

According to *Fast Food Jobs*, more than half of the fast-food employees studied (70 percent of them teenagers) want to move up, with almost one-third aiming at the manager slot. This is encouraging news for the industry, as is the finding that 67 percent of the study's respondents enjoy their jobs.

Planning ahead . . .

For years a flood of teenage applicants has poured through the doors of the foodservice industry. Operators have learned a great deal about training and managing them and have not worried greatly about the high turnover rate in this age group. As that stream abates, the industry may have to improve its methods of attracting and holding young employees.

According to Peter Crafts, director of the foodservice program at the Minuteman Regional Vocational Technical School in Lexington, MA, "The foodservice industry cannot hold young people if it doesn't come up with a retirement package and fringe benefits."

Another area Crafts says demands operator attention is the poor image restaurants have as a place to work. Ways to improve the image, he maintains, include becoming involved at the junior and senior high school level by working on school advisory committees and sponsoring field trips to restaurants.

More care of teenagers on the job is also needed, warns Crafts. Increased financial rewards, fringe benefits and such innovations as Garcia's scholarship program also can help turn the employment tide to the industry's favor. ❑

VIEWPOINT

THE CONSUMER, FOOD AND THE BAD NEWS SYNDROME

Dr. Elizabeth Whelan

Scientists and consumers disagree on the quality of our food supply—a divergence I find difficult to understand.

As a scientist, I daily encounter data that we in North America are healthier than ever before, nourished by the best, most inexpensive, safest and most varied food supply in history. Techniques of fortification, enrichment and preservation have offered us a variety of benefits, including increased longevity. In 1900 the average newborn could be expected to live 47 years, whereas a child today can be expected to live nearly 75 years.

Government surveys indicate that we are meeting or exceeding most of our needs for vitamins and minerals. The nutritional deficiency diseases that were once major public health problems in the U.S. and Canada have become rare curiosities. And cancer of the stomach, usually associated with food ingredients, has declined drastically in the past 50 years.

As a consumer, the message I seem to get daily is just the opposite. The popular wisdom seems to be that there are man-made carcinogens and toxins in our food, that processing has left our diet inferior and that major dietary modifications are in order.

Bookstores carry titles like *Eating May Be Hazardous to Your Health,* and *Who's Poisoning America?* And television documentaries have telling titles like "What is This Thing Called Food?" and "Serpents' Fruits." Products in the supermarket fight each other over which is more natural, more organic, less synthetic and artificial. All this communicates that our traditional food supply is polluted, and the new wave of naturalness is the only salvation.

These diametrically opposed perceptions are based on misconceptions. Let's examine six areas where the scientific consensus differs from that of the consumer.

1: Natural versus artificial

An underlying theme in environmental and nutritional literature is that technology is inherently life-threatening, chemicals are, by definition, dangerous, and our health would be far better if we lived more naturally, free from the deleterious spewings from irresponsible "alchemists."

"The average layperson thinks natural is better and healthier."

As Dr. Helen B. Hiscoe, of Michigan State University, wrote in the *New England Journal of Medicine,* "The underlying assumption of those who value things because they are natural is their belief that nature is a benign force whereas human power tends to be evil."

This dichotomy is, at best, misleading. Epidemics of disease are quite natural, as are earthquakes, volcanic eruptions, floods and droughts. So are the airborne pollens from a wide variety of allergenic plants. Many natural substances, including food, contain toxins. Carrots contain a fairly potent nerve poison. Radishes contain goitrogens—chemicals that promote goiter by interfering with our body's use of iodine. Shrimp are a rich source of several minerals, including arsenic; and pepper and nutmeg contain myristicin, a powerful hallucinogen.

A number of different "natural" substances have been shown to cause cancer in animals—and in some cases, in humans. For starters, tobacco is highly carcinogenic when it is burned and inhaled and hazardous when it is chewed and when condensate of cigarette smoke is rubbed on the skin of animals. Aflatoxin-producing molds, which can grow on a variety of "natural" substances, including peanuts and wheat, have been shown to increase the risk of cancer in rabbits, guinea pigs, dogs, cattle, ducks, mice and rhesus monkeys. And there is substantial circumstantial evidence that exposure to aflatoxins may play a role in human liver cancer.

Bracken fern, a tender, tasty, asparagus-looking sprout, eaten widely in Japan, is a powerful cancer-causing agent even after it is cooked.

The irony of the "natural is good, synthetic is bad" argument is that due to "unnatural" technology—complete with preservatives, refrigeration and imitation and processed foods—we are living longer than ever before with unprecedented control over infectious and communicable diseases.

But despite this, the average layperson thinks natural is better and healthier—when the only thing healthy about it is the price markup.

2: Food additives/pesticides

In a survey conducted early this year by the Food Marketing Institute (FMI), supermarket shoppers were asked, "What is it about the nutritional content of what you eat that concerns you and your family the most?" The number one response to this question was no surprise—chemical additives. Other common responses were preservatives, harmful ingredients and food colorings. And

Dr. Elizabeth Whelan is founder and executive director of the American Council on Science and Health in New York, N.Y. Whelan, well-known for her controversial point of view, presented these edited remarks at the 1984 NRA Show.

in a different question asked in the same survey, more than three-quarters of the shoppers expressed concern about residues, such as pesticides and herbicides, in their food. The questions were asked *before* the major media blitz on EDB had taken place.

Additives are substances intentionally added to food to enhance visual appearance, taste, structure, storage life, safety or nutritional quality. A formal definition of food additive might be "a pure substance of known composition added to a complex mixture of substances of unknown composition." The fact is that we know far more about the chemistry, toxicology, properties and behavior of food additives than we do about foods.

The World Health Organization estimates that almost 25 percent of the food supply is lost each year before it gets into consumer hands as a result of infestation by pests and rodents and because of chemical deterioration. Additives and pesticides prevent chemical and microbial deterioration.

There are a variety of instances where chemicals and processing actually promote and protect health, including vitamin fortification of skim milk, protection from botulism offered by nitrites, and the possible cancer protection derived from added antioxidants like BHA and BHT.

3. Animal testing: Are mice little men?

A good deal of concern about the safety of our food supply is based on experiments with laboratory animals. The scientific community accepts animal tests for what they are—a mixed bag of benefits and limitations.

Animal tests are useful as a screening methodology, but no toxicologist would tell you that a mouse (or rat) is a little man and that we must assume what happens in the laboratory will happen to us. If we did, we would be in big trouble. Overcrowding of lab animals dramatically increases the incidence of cannibalism and other aberrant behavior. Consider the implications of that for the New York City subway system. Yogurt, when fed as the only food in the diet, causes blindness in mice. What relevance is that to man? None that I know of.

A variety of everyday items—normal constituents of the human diet, such as sugar, vitamins A and D, pepper, and a mixture of egg yolks and milk, have been shown to be carcinogenic in at least one animal test.

But for the layperson an animal experiment is considered definitive. How often have you read about saccharin, nitrite, PCBs or dioxin as being "cancer-causing agents" with no clarification that this designation is limited to laboratory conditions? It is easy to alarm consumers by announcing that "x" chemical causes tumors in rats.

But consumers and the press have a double standard about animal carcinogens: They only take note and act on their anxiety if the chemical being tested is a man-made product.

4. Sugar: A hazard to your health?

In the FMI study a surprisingly familiar food ingredient ranked second in the concerns of supermarket shoppers: sugar.

Sugars are digestible carbohydrates; therefore they are food. Sugar is a tasty source of energy; and for all practical purposes, it doesn't matter what form it comes in—brown, honey, raw or white.

"Sugar . . . has come up with a relatively clean bill of health."

Sugar's health effects have been extensively studied, and it has come up with a relatively clean bill of health. It is no more a cause of obesity than is any other source of calories. Indeed, studies indicate that most obese people eat very little sugar, getting their extra adipose from denser sources of calories, like fat and alcohol.

And it doesn't cause diabetes. While some diabetics may be cautioned to curb their intake of all carbohydrates, sugar does not cause this condition. Indeed, the most prominent cause of adult onset diabetes is obesity—that, of course, comes from too many calories, no matter what their source.

I think most scientists would neither characterize sugar as being "good" or "bad" for you. Generally, you do not eat sugar in isolation. It makes a number of highly nutritious foods taste good. It adds some pleasure to eating, and that's about all you can say. But try saying that at the next social gathering you go to.

5: Vitamin and mineral supplements

The Food and Nutrition Board of the National Academy of Sciences is responsible for setting recommended dietary allowances for vitamins and minerals. They obviously could not determine every individual's specific needs, so they set levels which they feel would meet the needs of most of the population.

Nutritionists and physicians around the nation might argue with some of these figures, and some might even advocate low-dose vitamin and mineral supplements for people who are following less than desirable eating patterns. But I think we can safely say that the overwhelming majority of physicians and scientists knowledgeable in the field of nutrition agree that the best source of all vitamins and minerals is food. Further, a review of the scientific literature reveals a growing concern among physicians over the toxicity of high doses of vitamins.

Reports indicate that vitamin A can cause headaches, severe liver damage and retarded growth in children; niacin can cause gout, liver damage, itching and even flushing; vitamin B-6 can cause nerve damage; vitamin C has been linked to "rebound scurvy" in newborn babies whose mothers took large amounts of vitamin C; and vitamin D can cause kidney failure and high blood pressure.

Consumers have a different point of view. Surveys now indicate that more than 75 percent of Americans feel that extra vitamins are the route to long life, more energy and good health. Vitamin sales are booming. The very same individual who would not touch a maraschino cherry because it has that potentially toxic or carcinogenic red dye #40 will gulp vitamins in quantities that are in excess of 1,500 percent of their recommended daily allowance. These people don't seem to realize that vitamins are chemicals, too.

6: Diet and cancer

In the past four years there has been a dramatic surge of consumer interest in understanding how diet might influence risks of chronic disease and certain forms of cancer. Recently the National Cancer Institute and the American Cancer Society re-

leased what they referred to as "interim guidelines" for dietary modification to reduce cancer probability. The recommendations generally revolve around reducing dietary fat, increasing consumption of fruits and vegetables, avoiding smoked and cured foods and moderating alcohol use.

The diet cancer observations are intriguing, but they have been under study for only about 10 years. The data are inconsistent and conflicting. It seems every time one study shows a protective effect from fiber, another one shows no effect. And just recently laboratory results revealed that a high fiber diet (particularly bran) promotes cancer in laboratory animals exposed to carcinogens, possibly through the mechanism of irritation of the colon.

Consistency is a key element of applied epidemiology. We do not like to make recommendations until there is that consistency from study to study. Last April both the *New England Journal of Medicine* and the *Journal of the American Medical Association* addressed the topic of diet and cancer and concluded as follows:

> " . . . information about specific dietary factors (in cancer causation) is generally inconsistent or incomplete. It is our own belief that available data are not sufficient to serve as a basis for strong dietary recommendations . . . ."
>
> *New England Journal of Medicine*

> "On the subject of preventing cancer specific dietary recommendations appropriate for the entire population simply may not exist . . . There is no consensus among knowledgeable scientists on the issue of diet, nutrition and cancer . . . ."
>
> *Journal of American Medical Association*

My point here is that a review of the scientific literature on the subject of diet and cancer reveals that we are really on our own here. Surely it wouldn't hurt to eat more vegetables and cut down on sources of fat, but it wouldn't hurt to do a lot of things.

Consumers, on the other hand, believe that we have the recipe for cancer prevention. Surveys now indicate that Americans feel that diet is of the same magnitude of importance in cancer prevention as cigarette smoking.

Why is there such a dramatic gap between scientific consensus and what the public believes about nutrition?

The reason for the gap . . .

The main reason for the gap is that scientists have remained mute in debates about nutrition. And with the great majority of scientists and physicians out of the public debate, the public is left with a minority of individuals who are repeatedly quoted by the media. Why are the mainstream scientists mute? There are a number of explanations.

1. It could be argued that scientists are simply too busy to get into public and sometimes controversial, dialogues on chemicals, the environment and health.

2. The trained scientist may never have been on TV, and he's afraid that he might handle it badly. Scientists and physicians are not trained to debate in public. They don't want to make a fool of themselves, and they are often afraid that professional colleagues might question the propriety of their media appearances.

"The best source of all vitamins and minerals is food."

Moreover, experts in the fields of medicine, nutrition, food safety and related disciplines feel obliged to speak with constant qualifications, clarifications and exceptions to the rule. When one is on the offensive, for example, claiming that our food supply is a chemist's nightmare, responsible for everything from breast cancer to bunions, and that only megadoses of vitamin X will protect us, it is far easier to present the case than it is to be on the defensive and to admit, in all honesty, that since the negative cannot be proven the possibility of harm or benefit always exists.

3. Many mainstream scientists and physicians may simply be afraid of public humiliation. Members of the media, while quick to accept unchallenged frightening and pessimistic reports, are just as quick to be skeptical of scientists who defend technology. "Who funds you?" is the classic, aggressively asked way of shooting down the scientist-messenger who brings good news.

Most scientists in North America have *some* connection with industry, either because they have offered consultant services or been speakers at corporate conventions, or because their university department has a grant from one or more members of the food, chemical or pharmaceutical industries. Thus they may feel (unjustifiably but sincerely) vulnerable to the probes of the press.

4. There is the simple fact that scientists do not advance their scientific careers by making public and media appearances. They don't earn tenure at a major university by speaking on television.

Getting the scientific community to participate . . .

How do we untie the tongues of the mute experts? First, scientists must come to appreciate how uncritical the layperson often is when given out-of-context bad news.

Second, health professionals should convince the media, by example, that scientifically sound medicine including nutrition, isn't intrinsically dull. Prime time and daytime medical dramas are relatively accurate, and many of them have earned high ratings.

Third, scientists, wherever possible—through personal contacts, letters to the editor or a call to a TV producer—should announce well in advance of a breaking story their availability to answer questions on specific topics.

If each station had a continuing relationship with a few medical and scientific consultants (from the local university faculty, perhaps), it would not be difficult to verify the accuracy of health facts or to determine whether a controversial talk-show guest would best appear together with a scientific viewpoint.

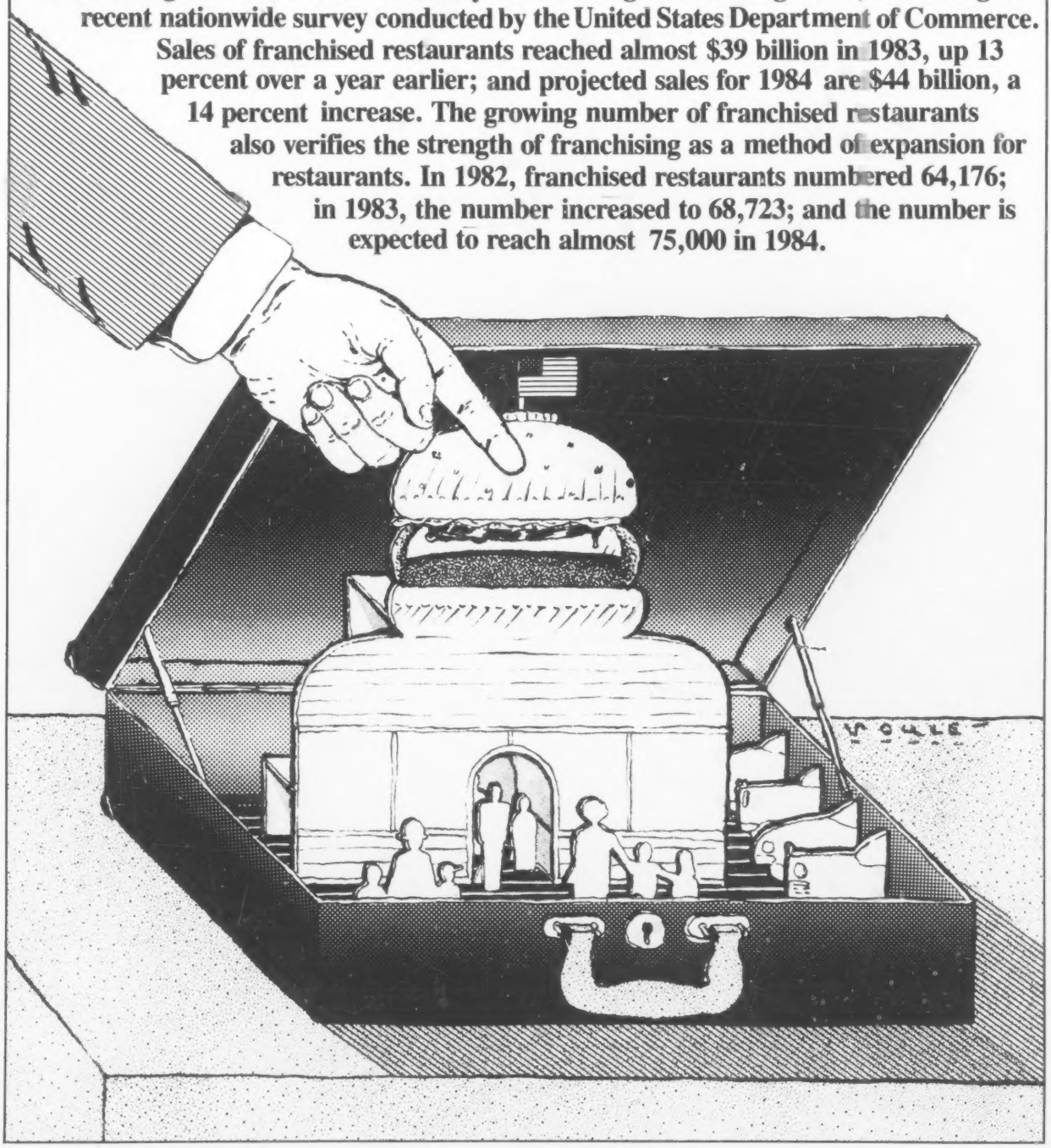
Physicians and scientists should not deny or fight the power of the media; they should join it. If a charlatan is in town, a qualified professional should be demanding a debate. To stand back is to permit facts to be distorted—a dangerous error of omission and a clear invitation toward even further broadening of the gap between science and popular wisdom. ❑

Editor's Note: *The opinions expressed in this article are those of the author and do not necessarily reflect NRA views.*

HOW TO MARKET A FRANCHISE

by Bruce C. Cotton

Franchising in the restaurant industry shows no signs of slowing down, according to a recent nationwide survey conducted by the United States Department of Commerce. Sales of franchised restaurants reached almost $39 billion in 1983, up 13 percent over a year earlier; and projected sales for 1984 are $44 billion, a 14 percent increase. The growing number of franchised restaurants also verifies the strength of franchising as a method of expansion for restaurants. In 1982, franchised restaurants numbered 64,176; in 1983, the number increased to 68,723; and the number is expected to reach almost 75,000 in 1984.



Mrs. Sanders donned an antebellum costume to pique interest in her husband's Kentucky fried chicken. The Colonel added proof to the message by rolling up his sleeves and actually conjuring up the product the Sanders promised would bring customers in droves. People who were convinced of the chicken's potential simply signed on, and one of the granddaddies of fast food franchises was born.

With about 100 companies competing for a single franchisee in the current market, that method is a little outdated. Today, a franchisor must not only convince potential franchisees of the value of the product or service on which the business is based, but also must convince them the company offers the best value in training, ongoing assistance and assistance in site selection, marketing and advertising—the best business format in general. And the Federal Trade Commission and most states have at least some legal requirements that must be met before a franchisor may even start advertising.

Although the passage of time has brought about a complexity and sophistication not realized in Colonel Sanders' early marketing efforts, the basics are still the same.

1. Defining the target . . .

Col. Sanders didn't just walk into a random restaurant to sell his new chicken; he knew what kind of person he wanted. Knowing what kind of person is needed to operate a franchise is still the first step toward locating the right franchisees.

Franchisors should be able to identify the essential characteristics of franchisees for their operations. Age, financial background, education, prior business experience and unique characteristics, such as training, are some of the qualities that will go into the profile. Once the profile is completed, the potential pool of franchisees is defined. The next step is to reach those candidates among the country's 250,000 million people.

2. Getting the message across . . .

Franchisors use a variety of methods to advertise their franchise packages. According to the *Continental Franchise Review* survey, published by National Research Publications, Inc., in Denver, CO, the most successful advertising methods are referrals from existing franchisees, customers and displays in the franchise business, such as countertop signs. Also successful are listings in franchise publications and franchise directories, such as the U.S. Department of Commerce *Franchise Opportunities Handbook* or the International Franchise Association's *Directory of Membership.* Other approaches include public relations compaigns; direct mail; franchise brokers; referrals by lawyers, bankers, estate planners and others who handle business opportunities; and trade shows, such as the ones conducted annually by the International Franchise Association and NRA.

Media advertising also can reap results if targeted appropriately. Ads in the business opportunity sections of major local and regional newspapers and business periodicals are often successful.

New franchisors are sometimes tempted to think that the more advertising they do, the better. This is not the case. With a blitz approach, franchisors will probably get numerous inquiries—but many from people who are only curious. With a target approach, the chances of locating truly interested people are significantly increased.

What is the basic way to phrase the ad copy? There is no better source for the strong selling features of a franchise operation than current franchisees. Ask them to share their reasons for buying—whether it's the company's reputation, its training program or some other key benefit.

3. Using a go-between . . .

Some franchising companies use salespeople to sell franchises, but "it's critical that you find the 'right' person for the job," says Ronald McCauley, vice president and director of franchise development for Bojangles, Inc., a chain of fried chicken and biscuit restaurants. McCauley, an experienced franchise executive, points to the following key factors for a good salesperson:

- proven, successful sales background
- ability to project the company's image
- basic product/service knowledge (at Bojangles, prospective sales personnel must spend two to six weeks

New directions for food franchising

Although franchisors are still mostly involved in traditional fast food operations, a growing number of restaurant chains are emerging to cater to full service, theme and regional food preferences. Chi-Chi's, a Mexican fast food chain experiencing rapid growth, can serve diners within 12 minutes after they are seated.

Other IFA member chains showing strong growth that fit into the new trend description are Bobby Rubino's U.S.A., Inc., a rib restaurant; Flakey Jake's, gourmet hamburgers; Long John Silver's, seafood; and D'Lites of America, which offers low-calorie fast food.

Pizza, an old favorite, is the fastest growing segment of the restaurant business, according to Andrew Kostecka, a franchise expert at the U.S. Department of Commerce. Kostecka's figures show that pizza franchisors grew from 66 in 1978 to 106 by 1982, and that the number of units is still growing. Pizza Hut alone has nearly 2,000 units.

Franchising also seems to allow easier access to international markets. In 1982, the last year for which firm figures are available, there were 57 restaurant franchisors operating 4,657 units in foreign countries. Another 24 plan to expand internationally by 1985. Japan is the largest market for U.S. restaurant franchisors, followed by Canada, Australia and the United Kingdom.

The growth of sushi bars and other Japanese restaurants indicates that franchising obviously works both ways.

Bruce C. Cotton serves as vice president of public affairs for Jerrico, Inc., a Lexington, Kentucky-based franchising company (Long John Silver's Seafood Shoppes and Jerry's Restaurants). He is a former president of the International Franchise Association, the country's foremost trade association serving franchisors.

operating a store, depending on their experience)

- ability to effectively describe the franchise system
- ability to communicate—accurately—what the company will provide, both initially; i.e., training, operations manual and store opening, and long-term; i.e., ongoing assistance, marketing and product development and testing
- thorough knowledge of the franchise documents
- ability to negotiate without disclosing all the documents
- thorough understanding of the franchisee-franchisor relationship and
- ability to give management accurate and timely information.

Finding the right salesperson may appear to be as difficult as finding the right franchisee. Most franchisors use advertisements in *The Wall Street Journal* (Thursday edition is most popular), local/regional newspapers or in the appropriate trade magazines. Recruitment firms are also used to eliminate the time-consuming chore of initial screening. But, whether you're planning on selling one franchise in a year or 200, the marketing effort requires consistency, good follow-up and a solid presentation.

4. Sending information . . .

Jerrico, Inc., Vice President of Franchising Gene Getchell is in a fairly enviable position. With no aggressive marketing program in process, the company receives about 100 calls a day about Jerry's Restaurants and Long John Silver's Seafood Shoppes. "We market primarily through word of mouth," Getchell says.

But just answering the calls won't do it. Jerrico, like other franchising companies, has developed a standard packet it gives prospects. Jerrico uses a color brochure describing the opportunity, the system, the company's expertise and details about the company. The brochure also describes the restaurants' decor, buildings, the company image, the food and the quality of the combined elements. And, most importantly, it tells the prospective franchisee just exactly what the company will provide in terms of site selection, architectural construction, purchasing systems, advertising, marketing, training and field supervision.

The packet also discusses the cost of opening a franchise. "We're talking about a half acre of prime commercial property and about a $200,000 building just to start. The entire investment ranges from $350,000 to $600,000 depending on where the franchise is located," notes Getchell.

The packet also includes a confidential information form which prospects are asked to complete. It is used to determine financial capability, foodservice or retail background and a willingness to relocate—all important qualities for Jerrico franchisees.

15 questions a franchisor should be prepared to answer

1. What is the product or service? Is it stable, seasonal, new?
2. Who is the franchisor? Is the company experienced, successful, financially strong and reputable?
3. Who are the company's officers and directors? What is their experience and their financial history?
4. What are the trademarks and copyrights? Is there any limitation on use?
5. What is the litigation history?
6. What are the profit projections?
7. What is the cost for a franchise—in terms of initial fees, cash requirements, royalties, service fees, training?
8. What kind of training and start-up aid does the company give?
9. What are the procedures/ limitations of site selection?
10. What are the company's operating practices, assistance procedures and controls?
11. Does the company help with premise and equipment rehabilitation?
12. Who has the right to sell the franchise?
13. How long is the contract term?
14. When can a franchisee terminate a contract?
15. Are there any restrictions on renewal?

5. Selling under the law . . .

One basic rule about selling franchises must be remembered: All aspects of franchise sales are regulated by federal law and the laws of as many as 15 states. The federal law applies to sales in the United States and anywhere in the world if the franchising company is American.

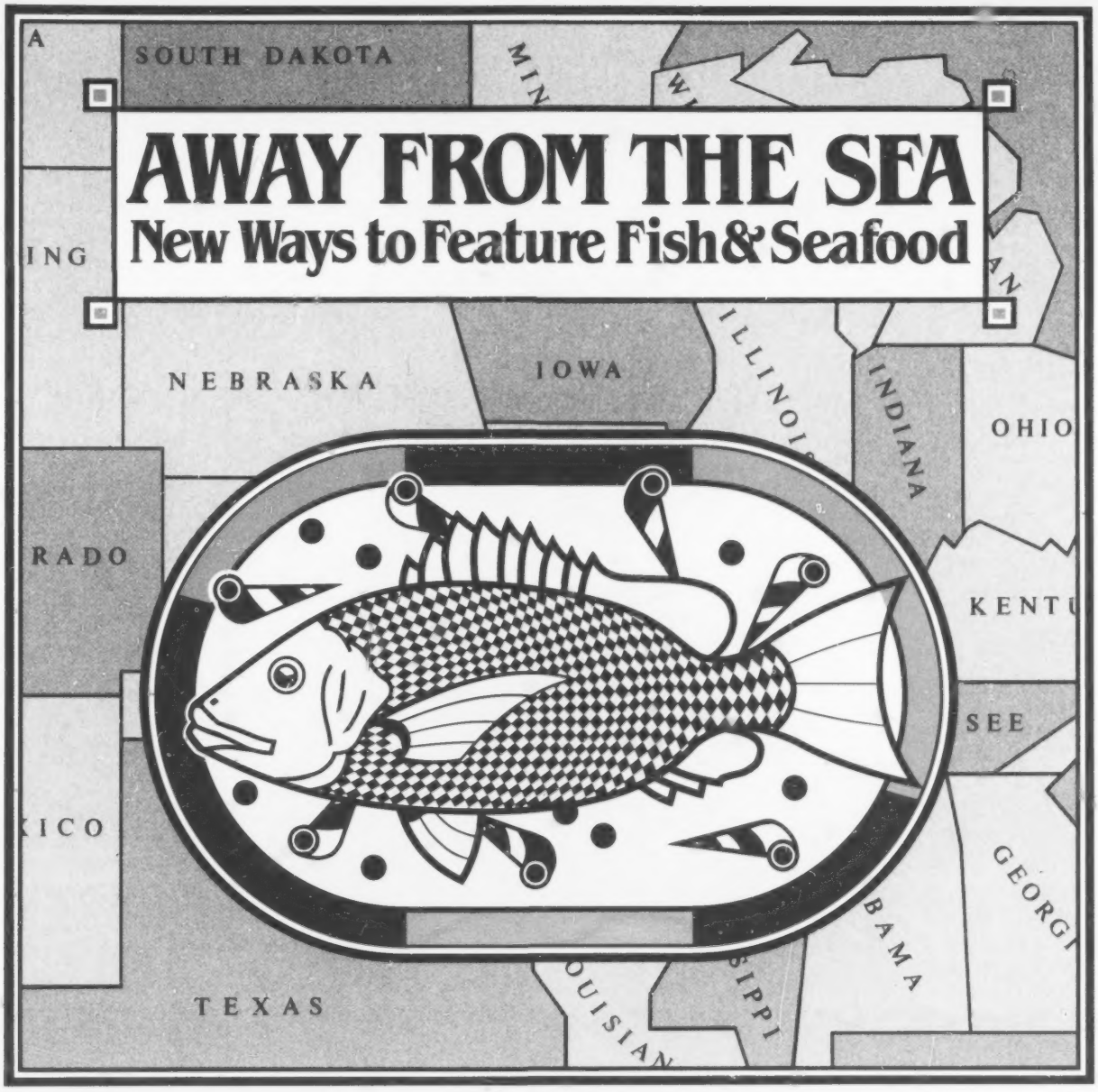
The law requires full disclosure of 20 different categories of information, which must be provided to all prospective franchisees. In the 15 states with registration or disclosure requirements, there are additional requirements. State franchise laws typically require a franchisor to register the offer of a franchise with state authorities and to provide each prospective franchise purchaser with a disclosure statement—variously called an "offering prospectus," "public offering prospectus," "disclosure statement" or "offering circular."

The agency that administers the state's franchise law typically reviews the franchisor's application to register, the proposed disclosure statement, financial statements, franchise advertising materials, information about the persons who will engage in selling the franchise, a copy of the franchise agreement and all other agreements a franchisee must sign to acquire a franchise. "Even after a franchisor is registered, all new advertising material must be submitted for agency review before it can be used in the state," notes IFA General Counsel Andrew A. Caffey.

"State laws give these administrative agencies broad discretionary powers to ask for additional information or to require alteration of the documents to be used in the state. Given the agencies' review powers, it's a good idea to have advertising materials reviewed before they are printed. Changes after printing are expensive," Caffey says.

In sum . . .

Marketing a franchise is many faceted. But even the most sophisticated market research and advertising techniques cannot replace the power of reputation and word-of-mouth recommendations. The key question to ask is: Are customers satisfied with the product and service, and do they say good things about the company? If the answer is "yes" a franchisor is already launched on a successful marketing program. ❑



AWAY FROM THE SEA

New Ways to Feature Fish & Seafood

by Susan Puckett

Even though Jacque and Suzanne Continental Restaurant in Little Rock, AR, is hundreds of miles from the nearest ocean, Paul Bash, chef de cuisine, maintains that on many evenings more than 50 percent of the entrees sold are seafood specialties. Braised salmon, trout with julienned vegetables and linguine with lobster sauce are among his star evening attractions; avocado and shrimp salad and puff pastry filled with cod and mushrooms are luncheon favorites.

Until recently a restaurant's proximity to the shoreline was perhaps the best indicator of the quality and variety of its fish and seafood offerings. Modern technology has made it possible for some 500 different aquatic species to be delivered within 24 hours almost anywhere in the world. Restaurants in landlocked areas, like Jacque and Suzanne Continental Restaurant, net big profits with their "catches of the day." Offering fresh and saltwater delicacies does pose a number of challenges for the inland foodservice operator, however, especially how to whet the appetites of skeptical customers reared on meat-and-potatoes diets. Creative merchandising is often the solution.

"A lot of people are reluctant to believe we can get fresh seafood in the middle of the desert—particularly here at Snowbird, where there's often more than 800 inches of snow outside," says Robert Sullivan, head chef at the Golden Cliff Restaurant at Snowbird Ski and Summer Resort in Snowbird, UT.

Yet, Sullivan says his fish and seafood specialties usually outsell the other selections two to one. He attributes that success largely to the out-of-the-ordinary fish and seafood

specials that vary from day to day, depending on what's fresh, seasonal and available.

Snapper Jamaican, a red snapper fillet sauteed with banana, scallion and tomato and flambeed in dark rum, is always a sure fire hit with customers, as is his Broiled Salmon Steaks with Strawberry Beurre Blanc (see recipes). Particularly popular among the skiers is the restaurant's raw bar, which features oysters and clams on the half-shell, sushi, sashimi and ahi tuna flown in from Hawaii.

"We like offering something unique for people who are tired of steak and chicken, although we don't want to be absurd about it," he says. "And people do seem to be a bit more daring when they're on vacation."

Wooing with variety . . .

Gail McMahon, dining room manager of the Grand Concourse Restaurant in Pittsburgh, PA, also believes variety is one of the primary keys to maximizing profits from fish and seafood sales.

"We try to appeal to as many tastes as possible by offering at least one mild-flavored, one medium-flavored and one full-flavored fish entree," she says. "We also try to prepare them in different ways."

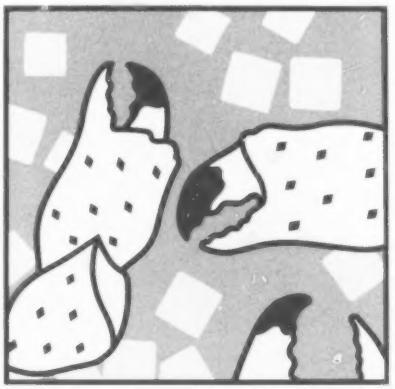
Seafood is often used to complement the restaurant's homemade pasta. One such dish is Pasta Pagliara: sauteed shrimp, scallops, mussels in spinach served in a rich sauce of garlic and herbs over homemade pasta. For those who prefer their fruits of the sea without the embellishments, the restaurant also offers "Charley's Bucket," a feast of steamed lobster, Dungeness crab, mussels, clams, corn on the cob and red-skinned potatoes, served in large buckets, with bowls of lemon water on the side for washing hands.

Mike Luksa, chef at the Yellow Brick Bank in Shepherdstown, WV, also proves that seafood need not be complicated to be both distinctive and popular with customers. Halibut and swordfish are often grilled over mesquite and served with a sweet, roasted red pepper sauce that "really complements the flavor of the fish," Luksa says. Monkfish, sauteed with onions, tomatoes and anchovies, is another simple, yet memorable dish which has fared well with customers. Even individually baked fillets, such as sole and haddock, which are easy to prepare, can have a touch of originality if topped with a special sauce, such as Luksa's homemade black bean sauce.

At La Becasse Restaurant in Burdickville, MI, the fish and seafood specials posted daily on the chalkboard range from the simple to the highly elaborate. Among the easy-to-assemble dishes which win rave reviews from the customers are the fresh trout pan-fried with almonds in butter as well as the Shrimp Pernod: large shrimp sauteed with shallots and scallions in butter, white wine and Pernod and served over steamed rice.

More painstaking efforts are also appreciated, including trout stuffed with scallop mousseline in puff pastry, ravioli filled with salmon mousse and steamed trout wrapped in lettuce leaves with lobster sauce.

Although some of the freshwater items can be purchased locally, owner Mary Ann O'Neill spends much of



her time traveling long distances to handselect seafood and other species foreign to Lake Michigan.

Nearly all the fish and seafood served at her restaurant is purchased fresh, O'Neill says. "I feel very strongly about that. We just don't believe you can ever get the right texture again once fish has been frozen."

The one exception, she says, is shrimp, which, because of its firm flesh, is less likely to deteriorate than other species if frozen properly.

Supplementing with frozen fish . . .

Many chefs, however, believe that there are other fish forms that freeze just as well.

"People have a real hang-up about fish that has been frozen," says Paul Bash. "We don't use exclusively fresh or frozen here. It all depends on the type of fish, how it has been frozen and how it is to be used."

He adds, in fact, that "in some instances, I would much prefer to serve fish that has been flash-frozen immediately after it has been caught than a fresh product that has sat on the boat for several days before it is delivered."

Firmer-fleshed fish, such as swordfish and squid, generally freeze better than those with more delicate textures, such as red snapper or Dover sole, several chefs noted.

Because of its high degree of perishability, fish and seafood—whether fresh or frozen—should always be handled with extra care and stored properly. Fresh fish should be wrapped airtight and refrigerated at about 32 degrees F. at all times and cooked within one or two days after purchase. Frozen products should be stored in the freezer immediately in their original airtight package. If stored at 0 degrees or below, they'll retain their quality for several months.

Frozen products may be thawed in the refrigerator—24 to 36 hours for a one-pound package, and 48-72 hours for a five-pound package. Or, they may be placed under cold running water—although the refrigerator method usually produces more satisfactory results. It is unsafe, however, to ever thaw fish at room temperature.

Supplementing their menus with some frozen products enables inland foodservice operators in particular to both broaden their menu offerings and cut expenses. It also can help them afford the extra cost of transportation as well as a few higher-priced luxury items.

Trimming dollars . . .

Another way restaurateurs can trim dollars from their budgets without sacrificing quality is by finding uses for other less expensive items, such as broken shrimp and fish pieces. While they may be visually unacceptable in some dishes, they work just as well as the whole product in mixtures such as soups, salads, terrines and mousses.

Being knowledgeable about the flavors and textures of different species is also helpful in making wise purchasing decisions. If, for example, a recipe calls for a particular type of fish, which is out of season or beyond your price range, another species may be used in its place provided it is of similar flesh texture, thickness, color,

form and flavor. The characteristics won't be identical, however, so some experimentation in the kitchen may be necessary to ensure best results.

It's also important that customers be informed of any such substitutions and told truthfully whether a fish is fresh or frozen, should they ask.

"We find that people don't mind honesty," says Mike Luksa.

How the cost of fish and its transportation affects menu prices varies. Paul Bash finds that "there are some items people are always going to order, in spite of the high cost, such as fresh scallops, lobster, swordfish and Dover sole."

Other dishes may require an introduction. According to Robert Sullivan, it sometimes makes good sense to charge less for a popular novelty item, such as fresh ahi tuna, in order to attract repeat orders. Promotions and creative menus also can help assuage customer fears of the unknown.

Providing information . . .

According to the National Fisheries Institute in Washington, DC, many people who shy away from seafood items if the listing is dull and non-descriptive may be inclined to give it a try, if the menu provides specific details describing its texture, flavor, form of preparation and accompaniments. To improve customer perceptions of the items, the institute suggests using colorful, descriptive phrases, labeling house specialties in distinctive, display type, putting boxes around a selection to call attention to it or using clip-ons for favorite, special dishes.

Mike Luksa finds educated servers can also be quite persuasive. "We always let the waiters and waitresses try the different seafood items themselves, so they can feel very confident about what they're selling," he says. It also helps if the staff is prepared to answer such questions as where the fish came from, what it tastes like and how it was prepared, adds Robert Sullivan.

Some restaurants find they can reel in additional customers with a seafood specialty night. Saladalley, a chain of salad bar restaurants in Philadelphia, PA, and its surrounding suburbs, has boosted business by offering a salad bar on weekends, which features all-you-can-eat boiled shrimp as well as an array of imaginative seafood salads: clam fettucini salad, pickled herring salad, fresh-cut smoked whitefish, lump crabmeat salad, tuna-rice salad and haddock salad (see recipe).

"Because salad bar items aren't a part of the regular menu, employees are encouraged to mention them to customers at their tables and at the cash register as they leave," says Amy Potterfield, head manager of the Ardmore Saladalley. They also advertise the weekend special by running discount coupons in the local newspapers.

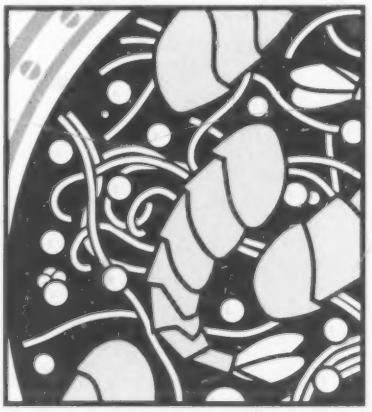
The seafood salads have proven so popular, Potterfield says, that the restaurant now includes them as part of their Sunday brunch salad bar as well, which features fresh fruit, bagels and cream cheeses.

Serving with a flourish . . .

To make the seafood dining experience as pleasurable as possible, special attention should be given to the final presentation. Garnishes that are particularly effective in adding contrast, flavor and eye appeal to fish and seafood entrees include lemon

Purchasing tips for quality products

To be able to determine whether or not they've gotten quality fish, chefs must know how to check the products once they arrive. Fresh fish



should have clear, bright eyes, a mild smell, clean, red, bright-colored gills and shiny scales, which hold tightly to the skin. The flesh should be firm, elastic and free of slime.

Frozen fish should show no signs of dehydration or thawing and refreezing. Packages should be frozen solid and free of frost and ice crystals on the inside and out; discolored or white patches could be signs of freezer burn. Frozen products should smell fresh; a stronger odor indicates rancidity from product mishandling.

Live lobsters, clams and mussels should be holding their shells tightly together. Shrimp and other shellfish, at their peak of freshness, will be firm and bounce back when pressed with the thumb.

Besides checking for quality, operators often weigh the fish upon arrival and, if it's frozen, they weigh it after it thaws as well. Chefs sometimes discover they've gotten considerably less than what they've paid for because fish is sometimes sprayed with an excessive amount of water before freezing.

If for any reason a chef is dissatisfied, he shouldn't hesitate to let the purveyor know it. "Sometimes, it isn't necessarily their fault—but the fault of their suppliers," says Paul Bash, chef de cuisine of Jacques and Suzanne's Continental Restaurant in Little Rock, AR. "But unless we, as the final consumers, complain, the purveyor may never know he's been taken."

Bash chooses his suppliers largely on the basis of word-of-mouth reputation. Many chefs and restaurateurs like himself, he explains, handle their business dealings with suppliers on the premise that "if you do me well, I will speak well for you in return."

Robert Sullivan, head chef at the Golden Cliff Restaurant at Snowbird Ski and Summer Resort in Snowbird, UT, believes purveyors should not only have integrity but a good rapport with the airlines as well. "It isn't uncommon for seafood to get bumped to put another passenger on," he cautions. Last New Year's Eve, for example, the $4,000 worth of seafood he had ordered for a $140-per-couple dinner got left behind in the Minneapolis airport because the flight had been overbooked. Fortunately, with some finagling, he was able to put the seafood on another flight, and it arrived in top condition with little delay. "But it was quite a scramble," he adds.

Although he has dealt with a dozen or so different purveyors at one time or another, Sullivan now relies on two or three to get him good deals on fish and seafood flown in several times a week from all over the world.

crowns, sliced avocados, frozen grape clusters, asparagus in phyllode, cherry tomatoes stuffed with cottage cheese, broiled peach halves, deep-fried mushrooms and chopped watercress.

For a more dramatic effect, chefs or wait help can display some showmanship by boning, flaming or saucing a seafood specialty item at the table. If the dish is served *en papillote*, the cooking bag can be burst before the customer's eyes, allowing the aromas to waft through the air.

Mike Luksa offers a special hint for serving fresh fish with a sauce. "Set the fish on top of the sauce—rather than under it. It's more attractive that way and by not covering it up the customers know they're getting the real thing." ❑

10 serving ideas

Foodservice operators are learning they can land bigger profits with fish and seafood by offering a wider variety of selections. It makes the dining experience more enjoyable and interesting for the seafood patron, and, according to the National Fisheries Institute in Washington, DC, restaurants that prepare fish in a variety of ways are perceived to have better quality fish than those that only deep-fry.

Here are some menu ideas to consider:

1. **Sweet and sour fillets:** Bread red snapper, halibut or salmon fillets and brown in skillet with hot oil. Remove from skillet. Add onions and saute until tender. Place fillets back in skillet, top with onions and cook with vinegar until done.
2. **Seafood paella:** Add raw shrimp, clams in their shells and other seafood, if desired, to a baked casserole of saffron rice, chicken, peas, sweet red peppers and Spanish sausage. Cover and bake about 10 minutes at 350° F.
3. **Ceviche:** Pickle scallops or any lean fish with lemon or lime juice, herbs and spices. Serve as an appetizer.
4. **Shark Parmesan:** Coat shark fillets with lightly-seasoned Parmesan cheese breading. Fry until golden brown.
5. **Crab imperial:** Combine crabmeat with heavy cream, mayonnaise, green pepper and spices. Bake until bubbly.
6. **Smoked fish quiche:** Drain and flake smoked fish. Combine with cheddar cheese and place in pastry crust. Cover with tomato slices marinated in French dressing, beaten eggs, pinch of nutmeg. Bake until custard is set.
7. **Dilled shrimp in the shell:** Simmer unshelled shrimp in beer broth and serve with butter that has been seasoned with dill or sherry and garlic.
8. **Cod pocket sandwich:** Stuff pita bread with cod fillets, alfalfa sprouts and cucumber and yogurt dressing.
9. **Barbecued salmon steaks:** Marinate salmon steaks in rose wine, marjoram, onion powder and pepper for several hours, turning twice. Drain well. Cook on grill for five minutes per side or until done.
10. **Seafood finger foods:** Marinate squid rings, crab fingers or oysters on the half-shell for a cold buffet. Serve clam strips or crabmeat on potato skins for hot buffet.

Snapper Jamaican

7-ounce snapper fillet
¾ sliced banana
⅓ cup diced green onion
1 medium ripe tomato, cut up
¼ lemon
white wine
¼ cup Myers dark rum

Place fillet in baking pan with banana, onion and tomato strewn over top. Squeeze lemon juice over fillets and splash with wine. Bake at 350 degrees for about 12 minutes, until fish flakes easily with fork.

While baking pan is still hot, pour rum into pan and ignite with match. After the flame subsides, return to oven or place under broiler for about 45 seconds. Remove fillets to plate with spatula, and spoon mixture in pan over the fillet. Makes one serving.

—Courtesy of Golden Cliff Restaurant, Snowbird, UT

Haddock salad

5 pounds haddock
2 teaspoons salt
4 cups white wine
3 tablespoons thyme
1 cup mayonnaise
½ cup Pommery mustard
2 tablespoons Dijon mustard

Poach fish: Bring water to full boil in covered pot; uncover, reduce heat to simmer. Add wine, two teaspoons salt and two tablespoons thyme. Add fish. Cook 15 minutes, until fish is flaky. Do not overcook. Remove fish from water and refrigerate immediately.

Combine mayonnaise, remaining tablespoon thyme and mustards. Add to fish when chilled. Mix well. Makes one gallon.

—Courtesy of Saladalley Restaurants, Philadelphia, PA

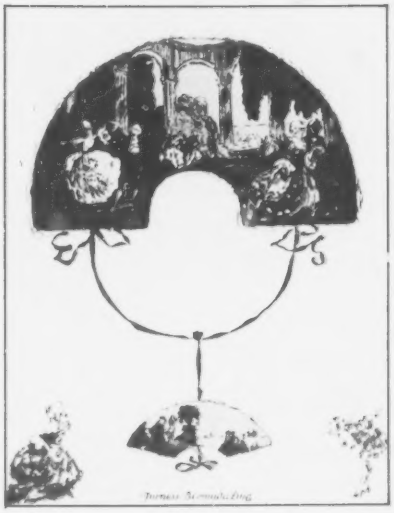
Broiled salmon steaks with strawberry beurre blanc

7-ounce salmon steak or fillet
¼ lemon
fresh or dried dill weed
⅓ cup honey
¼ pound butter or margarine
6-8 fresh strawberries, sliced
¼ apple cider vinegar or white vinegar
1 tablespoon sugar

Squeeze lemon juice over top of fillet. Sprinkle with dill. Baste with honey while cooking over charcoal, about three minutes per side. Remove fillet and top with generous portion of beurre blanc just before serving so that it melts on the way to the dinner table. Makes one serving.

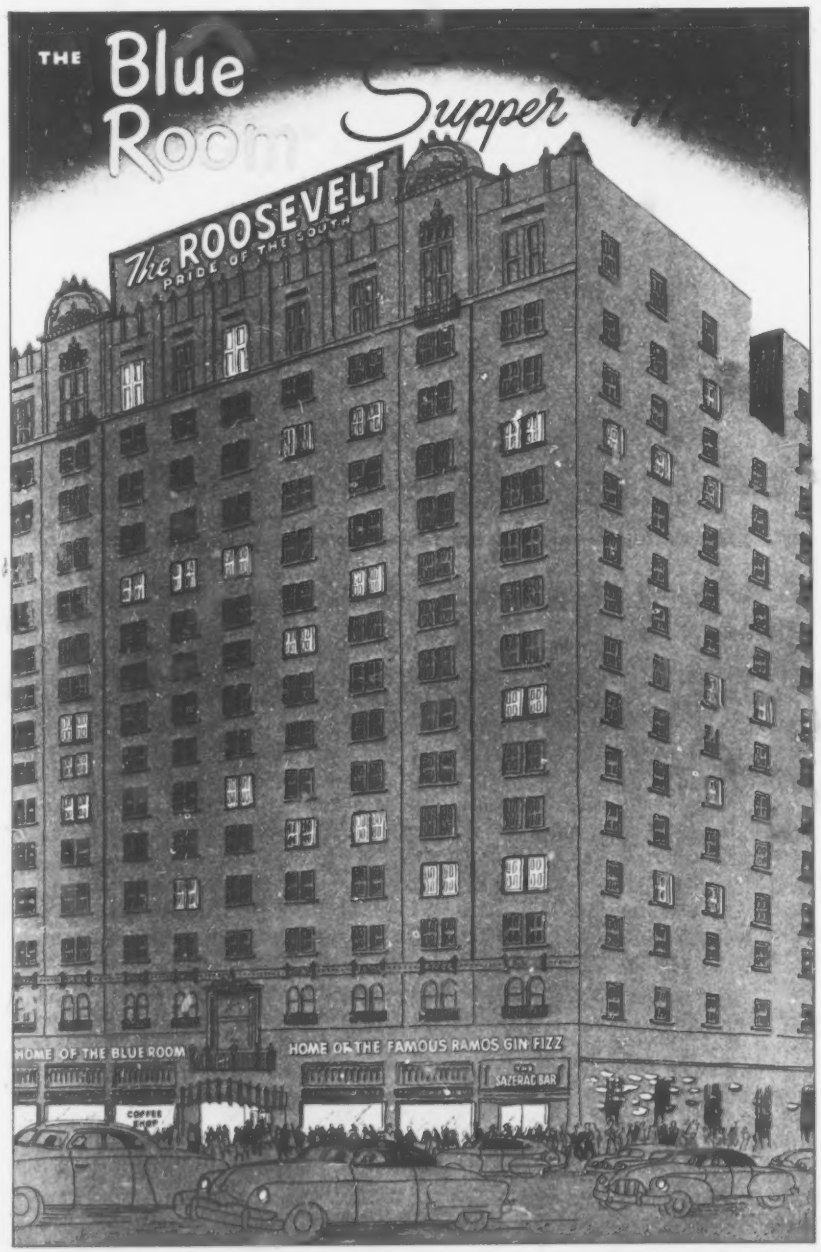
For the beurre blanc: Soften butter at room temperature. Saute butter with vinegar, sugar and a hint of honey until most of the liquid has boiled off. Mix strawberries into butter. Butter can be left at room temperature within ½ hour before serving time. It can also be rolled in waxed paper and refrigerated or frozen for future use. **Note:** Salmon may also be steamed, braised or baked for this recipe.

—Courtesy of Golden Cliff Restaurant, Snowbird, UT



Menus:

A piece of culinary history



On the table a menu is a restaurant's sales tool. Away from the establishment, a menu becomes a piece of culinary history, encapsulating the food preferences of a particular time and place.

That's why customers, operators and historians collect menus and occasionally pass them on to libraries for safekeeping. This summer the NRA library added to its own collection of menu history, thanks to Iowa State University's generous donation of more than 200 vintage menus.

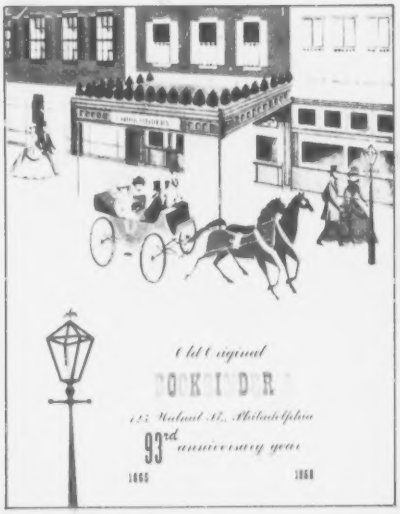
These menus span three decades (40s, 50s and 60s) and represent operations from coast to coast. They cover upscale restaurants as well as carryout establishments. The Russian Tea Room in New York City is represented and so is a coffee shop menu from Gulfport, Mississippi. Hotel restaurants are especially well represented from Butte, Montana to Chicago, Illinois. There are foreign menus, specialty menus, menus from retail establishments, menus from cruise ships and airline menus.

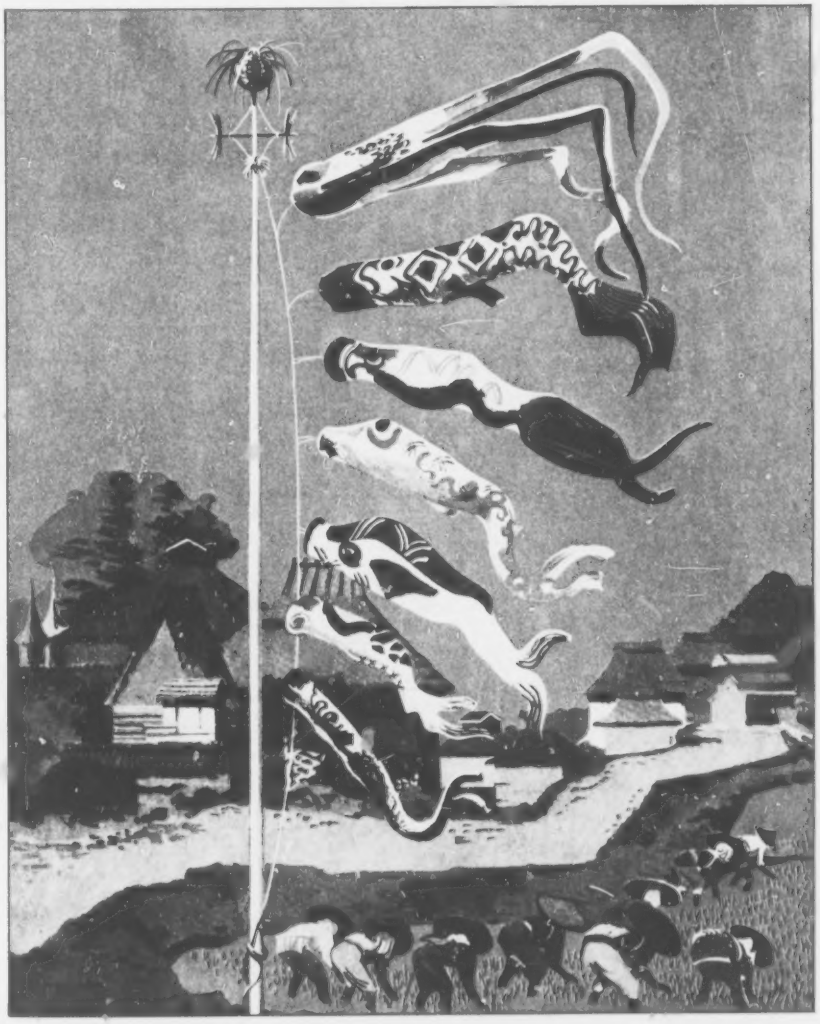
Some establishments are tracked over time with two or more menus nearly a decade apart. For example, Bookbinder's in Philadelphia, PA, is represented twice in the sample—once in 1958 and again in 1971. It is here that one can see most clearly how the passage of time shapes a restaurant's offerings. The 1971 menu

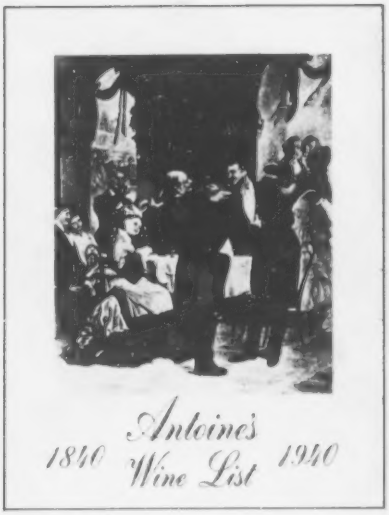
has more appetizers, more specialties, more selections in general than does the 1958 menu, indicating that customers in the 70s were more confident or desirous of making their own choices. But in 1971, the restaurant's trademark dishes are still very much in evidence, such as the snapper soup—suggesting that outstanding dishes have an enduring quality.

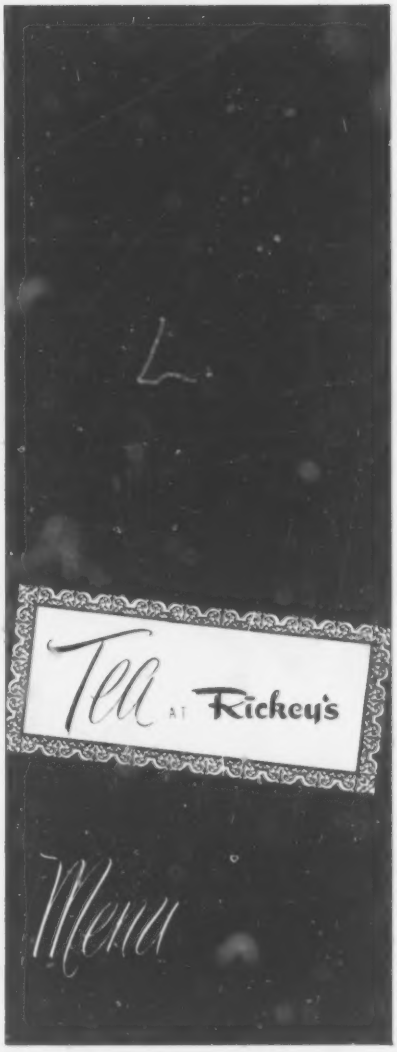
Bookbinder's menu changes are repeated in other menus as well. In general, diners of the 1940s and 1950s were less adventurous, less inclined to experimentation. Most entrees included all the fixings—from appetizers to desserts—leaving little to the discretion of the diner. The presentations were straightforward. Grilled items were especially popular as were salads, roasts and ice cream desserts.

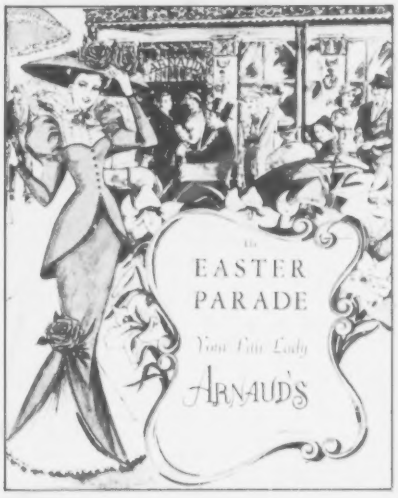
Item descriptions echoed the simplicity of the presentations, charming the patron with their straightforwardness. On one menu, "Chicken Tomato" was matter-of-factly described as "tender chicken cooked with fresh tomatoes." Even the look of the menus was much less elaborate. There are few menus with coated paper in the sample, few typeset menus, and few theme menus











with elaborate drawings. There are some menus with motifs, but the few in the sample are regional in nature. On the East Coast there are some bows to colonial history. On the West Coast, the western motif is in evidence. Foreign traditions, except for French—which clearly represented the culinary standard of excellence—are noticeably absent. When an establishment sought to add a bit of foreign flavor, it tended toward two dishes—chow mein and spaghetti.

This simplicity was not without its merchandising appeal, however. Most diners of the 1940s and 1950s knew exactly what they were getting. In general the menus are easy to read. Many whet the taste buds with such descriptions as this one for a half baked chicken: "Juicy and plump half broiler, oven roasted, crispy and tender, buttered squash, green beans." And they unabashedly boasted about "man-sized portions."

That is not to say that the menus all look alike. They don't. Just as today, those in years past come in all sizes and shapes. Some are elegant, some whimsical, some homespun and some fashion conscious. They sport clip-ons, feature specials and occasionally entertain the reader with a bit of restaurant history. Regional specialties are often in evidence, showing the roots of American Regional Cuisine in family-style establishments from Hawaii to Connecticut.

In short, the menus from Iowa State University preserve a bit of foodservice history and dining traditions, reminding operators of days when they could offer a tuna sandwich for 50 cents and an ice cream sundae for a quarter. ❑

COMPLAINT HANDLING WITHOUT EMBARRASSMENT

Complaint handling by operators and their staff can have a lasting effect on restaurant business. How guests feel when they leave an establishment will affect not only their decision to come back but what is said to others about the operation. When guests have a bad experience at a restaurant, they will tell two and one-half times more people than they would have had the experience been a good one. Many complaints at first glance can have that "no win" feeling. However, quick and proper handling of such matters can provide a happy ending. Here is a basic 10-step program for complaint handling without embarrassment to the guest or the establishment.

1. **Gather information.** Get as much information as possible from the hourly employees involved. Be sure to encourage honesty by approaching them calmly. Be a good listener.

2. **Get to the table quickly.** The faster you act, the less likely the problem will grow in importance. A quick response tells your guests you are concerned. Often a guest merely wants to see management at his or her tableside to be assured that the complaint has been taken seriously.

3. **Introduce yourself.** Be professional. Once you get to the table, introduce yourself. Include your title and present a business card. Be sure your manner is humble and not overly aggressive. Do not rush to the table demanding, "What's the problem here?"

4. **Listen.** Listen to your guest. Be concerned and show it. Be sure you are paying attention to the problem and not planning a rebuttal.

5. **Restate the problem to the guest.** This is done to ensure your total understanding. If employees are involved, understand the problem from both points of view. Be in control by knowing or envisioning the solution to the problem.

6. **What is the guest's solution?** How would your guest like to see the situation handled? Many operators will hand the ball back to the guest by asking, "What may we do to make it right?" The guest often suggests a simpler solution than the one management had in mind.

7. **Take the guest's side.** Needless to say, "The customer is always right." Offer no excuses, regardless of the operational problems you may be experiencing. Be genuinely concerned. And don't forget to smile.

8. **Take corrective action.** Confer with the guest and establish what you are going to do and when.

9. **Follow up.** The act of following up shows professionalism and genuine concern. Follow up often determines if the guest leaves satisfied.

10. **Resell your operation.** How the complaint is handled will have a great effect on how your customer will ultimately feel about your operation. Be sure the ordeal ends on a positive note. There should be no doubt in the guest's mind that he or she has been taken care of and satisfied. In many instances where this is not possible—such as discovering that there was a problem only as the guest is leaving—management should step in and provide some reason for the guest to return. In such a situation, management should present a business card and say, "Please ask for me when you come back, and I'll personally take care of you." What is even more impressive is offering a certificate for a complimentary meal or meals with your business card and invitation to return. Say, "Let us show you what we're trying to accomplish in our service and food."

This approach has been known to work very well in getting customers to come back. Repeat business is, after all, the key to success in the restaurant industry. This means no dissatisfied customers should leave your establishment until some corrective steps have been taken. All your patrons should have good reason to return. ❑

—Aaron Donatello

STATE DEPARTMENT

California Restaurant Association meets olympic challenge

As the Olympic athletes prepared to vie for medals, the Southern California foodservice industry got in shape for another gold-medal challenge—meeting the dining needs of thousands of athletes and tourists during the XXIII Olympiad in Los Angeles, CA, last month. Heading the effort was the California Restaurant Association (CRA) with its tailor-made "Hospitality Program."

At the heart of the program was a pledge to demonstrate the industry's integrity to Southern California visitors. Fair prices, customary portions, quality food and efficient, hospitable service—in short, business as usual.

Beyond the obvious demands on service due to the potentially vast increase in customer traffic—as many as 625,000 hungry tourists and nearly 60,000 additional meals a day for athletes, coaches and officials—CRA anticipated that restaurateurs would be confronted with such unusual situations as foreign language communication, foreign currencies, customers unaccustomed to gratuities, delayed deliveries due to traffic congestion and rerouting and culinary preferences other than those considered traditionally American.

In order to aid restaurateurs in successfully meeting this kaleidoscopic challenge, the association launched its program. Beginning in March 1984, five monthly "Olympic Alert" newsletters were published. They contained answers to anticipated questions and a gamut of helpful information from currency conversion to Olympic game times and locations. Program participants also received the official hospitality pledge display, T-shirts, banners, self-adhesive logos and logo badges, designed to identify Southern California's "gracious host restaurants" to the public.

Because the CRA plan was the first of its kind, the association was concerned with establishing a format for industry responses to future Olympic games. To enhance the program's effectiveness, CRA surveyed program participants. Although the results are still being compiled, the benefits are already clear.

Judy Shane, CRA director of operations, noted that the program was the "first major CRA venture into the public relations arena on behalf of the industry." More than 500 CRA members and nonmembers took advantage of the program.

—Shannon Tuel

Tons of calories for the olympians

According to ARA Services, Inc., the official manager of athlete foodservices for the XXIII Olympiad, the major challenge of feeding 7,000 athletes from 140 nations was creating a broadly based international menu to suit all participants—from tiny gymnasts, who consume few calories, to weightlifters and track competitors, who consume large amounts of caloric foods. The company also took into account regional tastes and preferences. But instead of coming up with 140 different menus, ARA Services came up with only one that offered a choice of two soups, 14 salads, four hot entrees, five vegetables, 24 bread items, a wide variety of domestic and international cheeses and 21 beverages.

What does this menu translate into quantities? Here is a breakdown of company estimates.

Fresh vegetables
Cherry Tomatoes—26 tons
Whole Tomatoes—26,250 lbs.
Mushroom Slices—22,100 lbs.
Iceberg Lettuce—14,200 lbs.
Romaine Lettuce—12,000 lbs.
White Onions—7,500 lbs.
Avocado Slices—4,420 lbs.
Cauliflower Buds—4,400 lbs.
Cucumber Slices—4,400 lbs.
Radish Slices—2,200 lbs.
Alfalfa Sprouts—1,382 lbs.

Fresh fruits
Bananas—136 tons
Table Grapes—118,030 lbs.
Plums—110,733 lbs.
Peaches—109,286 lbs.
Grapefruit—81,965 lbs.
Mangoes—81,965 lbs.
Nectarines—54,643 lbs.
Strawberries—24,900 lbs.
Pineapples—16,084 lbs.
Apples—9,315 lbs.

Grains and pastas
Rice—app. 10 tons
Enriched Egg Noodles—6,100 lbs.
Linguini—3,000 lbs.

Meats
T-bone Steaks—app. 22 tons
Ground Beef Steak—24,292 lbs.
Tenderloin (Filet Mignon)—22,150 lbs.
Beef Rib Roast—19,338 lbs.
Leg of Lamb—30,011 lbs.
Boneless Loin of Pork—14,324 lbs.
Sausage—20,100 lbs.

Fish
Lobster—app. 6 tons
Salmon Steaks—11,603 lbs.
Halibut—7,096 lbs.
Jumbo Shrimp—6,300 lbs.

Dried fruit and nuts
Shelled Walnuts—app. 1 ton
Sunflower Seeds—1,580 lbs.
Raisins—270 lbs.
Figs—100 lbs.
Pitted Dates—100 lbs.

Dairy foods
Milk—1.32 million 8-oz. cartons
Chocolate Milk—233,400 8-oz. cartons
Eggs—7,180 doz.
Cheddar Cheese—2,350 lbs.
Gouda Cheese—2,320 lbs.
Brie Cheese—1,740 lbs.
Cottage Cheese—1,720 lbs.
Bleu Cheese Dressing—557 cases ❑

—Washington Times

*Fisher's Law 55**

"A woman's place is . . ."

There are more working women in America today than at any time in the nation's history. This fact has profound social, political, economic, cultural, organizational and behavioral implications. One of the business effects of the evolution is the rightful ascendancy of more and more women into the managerial ranks. These achievements have not always come easily, but it would be a mistake to think that they have *only* come about as the result of feminine militancy and adversary posturing. Many people don't realize, for example, that among the strongest proponents of "women's rights" are fathers who have daughters.

In the work environment, there can occasionally be uncertainty and even discomfort existing between and among male and female management personnel. One of the causes is the confusion and blurring of roles inculcated in people for cultural and social purposes, on the one hand, and the organizational behavioral role demanded of managers, on the other. Here are some examples with recommendations.

1. Most of us have had the experience in the business world of meeting a member of the opposite sex for the first time or seeing him/her after a period of lapsed time. One party may start the right hand forward for a handshake, but not observing a similar movement in the other person, pulls it back. The second party, witnessing the movement, then starts, slightly late, to extend a hand forward; but since the first party is in the "withdrawal" stage, the second person also quickly withdraws to avoid the "embarrassment" of having an unclasped hand "hanging out there." One of life's little awkward moments!

Culturally and socially, many women have been indoctrinated that initiating a handshake is considered "forward," "aggressive," "masculine" or "unladylike." This is changing, fortunately, but there are still vestiges of it, particularly with women re-entering the work force after considerable absence and with young women entering the work force for the first time. In such circumstances, a high anxiety level is perfectly normal.

Recommendation: In the business world, we all know that the handshake is the accepted form of greeting. Either party can initiate it. Ladies, don't worry about being perceived as being overly aggressive. Targeted, controlled and focused aggressiveness in the business environment is considered a virtue. However, such aggressiveness at the same intensity level in a social situation may be considered by some as being "gauche," or socially inappropriate. As my daughter says, "In business situations, we women have to come to grips with the handshake."

Two caveats, however, are applicable to both men and women. First, when meeting someone of the opposite sex for the first time in a business setting, don't use a two-handed handshake. It can send wrong signals. Second, when seeing a known member of the opposite sex after a period of absence, don't buss. That blurs the professional management role with the social role. You don't need those complications.

2. It's been our experience in the business milieu, that some women, upon reaching a closed door, such as an office door or car door, will wait and look expectantly to a man to open it. On the other side, we've observed some men awkwardly rushing to get to the door first so they can open it for the female who is approaching in order to display cultivated manners, no doubt.

Recommendation: In the *business environment*, please, the first person to get to the door, open it. In a *social environment*, do whatever is most comfortable for you.

3. A similar circumstance happens occasionally when a businesswoman drops something, such as a paper or pencil. Some women will turn to a man expectantly, anticipating that he will pick up the article. I once saw this happen in an office. The woman hesitated ("oh dear"), and two men literally bumped heads attempting to pick up the scattered papers. Amazing!

Recommendation: In the *business environment*, please, if you drop something, and you are able to, (arms not loaded with other things, etc.) pick it up!

There are two other "sensitivities" that perhaps you have experienced

Ladies, don't use abusive language as an "acceptance" mechanism with men. It degrades you and them. Gentlemen, don't use abusive language in the presence of women. It's really not macho, and it can be inflammatory when rationality may be what's needed.

Ladies, don't intrude on a heated male discussion. The social role in which you have been indoctrinated—i.e., the peacemaker, the comforter, the soother—may not be appreciated in the business setting when men choose to vent their emotions. Let them vent. It may be better in the long run for everyone.

In sum, things work best in the business setting when men and women do not rely on traditional encultured roles imposed by outdated societal values but rather follow accepted business mores.

With respect to women in the work force, Fisher's 55th Law applies: **A woman's place is . . . anywhere she aspires for it to be!**

* In collaboration with Yvonne F. Fisher and Suzanne E. Fisher.

"A woman's place is . . . anywhere she aspires for it to be."

TO YOUR HEALTH

How to respond to customers with diabetes, hypertension or kidney ailments

Most patrons enter a restaurant with a list of expectations, interests and demands. For some, however, these demands are vital: These are those patrons whose health depends on special dietary needs.

Three chronic health problems that demand dietary management are diabetes, hypertension (high blood pressure) and kidney disease. Large numbers of Americans are affected by these ailments. Recent estimates suggest 12 million people are diabetic, 60 million are hypertensive and 80,000 are afflicted with kidney disease.

These numbers indicate that the chances of having customers with specific dietary requirements visit your restaurant are not that remote. Here are some pointers to help you respond to these special dietary needs.

Diabetics require consistent amounts of healthy foods . . .

Diabetics follow a diet that is nutritionally adequate and consistent in amount and timing. Because of their lack of insulin, a hormone necessary for proper metabolism, diabetics can't afford the luxury of excess.

Most diabetics follow a diet plan prepared by a health professional that has been tailored to meet their individual needs. But, generally, menu selections can be comfortably made from

- fat-free preparations of lean meat, poultry or fish, such as grilled, broiled, baked and so forth
- entrees that allow for the sauce or gravy to be served on the side
- high-fiber, whole grain breads, crackers or muffins
- ready-to-eat cereal that is not presweetened and generally low in sugar content
- raw or cooked vegetables that use herbs or spices for seasonings in place of fat
- fresh fruit or canned fruit packed in its own juice (syrup packed fruit should be rinsed with water before serving) and
- low-sugar desserts, such as angel food cake, fresh fruit, sponge cake, a scoop of ice cream or sherbet.

Because timing and consistent amounts of food are critical for the diabetic, a breadbasket with a selection of crackers, breadsticks or baked goods should be available in cases of delay of service.

Hypertensive individuals are concerned about salt . . .

Although there is not direct correlation between sodium and high blood pressure, reduced sodium intake can alleviate the hypertensive condition without drug therapy and most doctors recommend salt reductions for their hypertensive patients.

For those restaurant patrons who are following a sodium-restricted diet, consider the following:

- Processing of any kind usually involves the addition of sodium. Keep this in mind when using *any* canned or processed product. Use as much fresh fruits and vegetables as possible as well as sweet (unsalted) butter.
- Many condiments contain large amounts of sodium. These include barbecue sauce, bouillion cubes, catsup, chili sauce, hot sauce, MSG, meat extracts and tenderizers, mustards, olives, relishes, sauerkraut and Worcestershire sauce as well as herb salts, such as garlic salt or onion salt.
- Commercially baked products generally contain more sodium than those "made from scratch."
- Most "instant" products generally have larger amounts of sodium.
- Processed meats, bacon, bologna sausage and frankfurters are high in sodium content.
- Some club soda, sparkling spring water and mineral water contain salt.
- Cheeses and cheese products are very high in sodium.

Kidney sufferers watch mineral intakes . . .

Individuals suffering from kidney disease are concerned with maintaining a balance of body fluids to minimize the buildup of waste products in their systems. Thus sodium levels are also of concern to these patrons.

There are other restrictions as well. Because of the kidney's reduced capacity, potassium excretion is severely diminished, resulting in a buildup of the mineral which can have lethal effects on the heart and other organs.

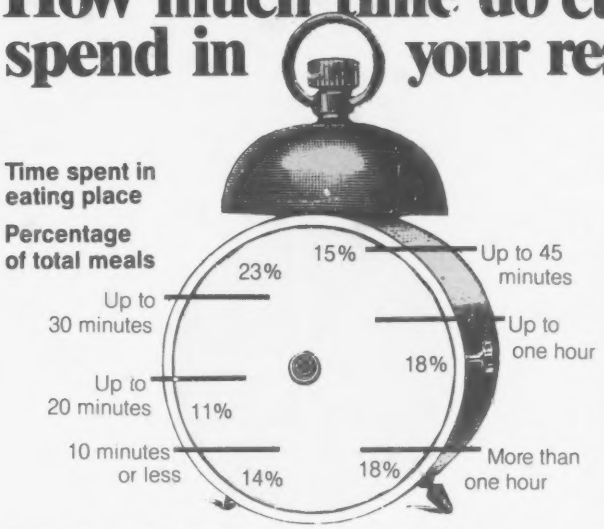
For this reason foods rich in potassium, such as bananas, cantaloupe, honeydew melon, prunes, raisins and white potatoes, should be avoided. Orange, grapefruit and tomato juices are also restricted. Thus, kidney patients may request rice (which is lower in potassium than a potato) and cranberry or apple juice in place of citrus juices. They may also question service staff about preparation methods and specific ingredients used. Because fluid intake is also severely restricted, these customers may request that the water glass be removed or that coffee cups be only half filled to avoid the temptation to drink too much liquid.

Afterword . . .

The science of nutrition is dynamic in nature. Dietary recommendations may change as research uncovers other links between food intake and health. For example, there is currently much interest in the interaction of particular carbohydrates and fiber with diabetes and the effect of calcium and potassium deficiencies in hypertension. That is why if you are in doubt about a specific dietary need you should always ask your customer to identify restricted foods or methods of preparation. The more knowledgeable you are about what your customers need, the more apt you are to please your diners and build repeat business.

—Karen Sherwood, R.D.

How much time do customers spend in your restaurant?



Source: *Gallup Monthly Monitor of Eating Away From Home*, March 1984

Timing is one of the most crucial elements in restaurant planning and no where is it more important than in customer turnover. Preparing the right number of meals at the right time and fine tuning staff requirements both depend on a precise understanding of your customer dining habits.

To give operators an idea of the amount of time patrons spend in restaurants, NRA included a question on time spent in a restaurant in the March *Gallup Monthly Monitor of Eating Away From Home*.

Respondents were asked to estimate the total amount of time they spent in a restaurant for each meal eaten out on the previous day. Specifically, consumers were asked, "Altogether—from when you entered until you left—about how much time did you spend at the eating place where you had (meal)?"*

According to the study, almost two-thirds of the total meals were eaten in less than an hour. Thirty minutes was the most popular amount of time spent on dining out and accounted for almost a quarter of the total meal occasions.

Diners spent up to one hour in restaurants for approximately one-third of the meals, with equal proportions of the meals taking one hour (18 percent) or more than one hour (18 percent).

Women spend more time in restaurants . . .

According to the Gallup study, women seem to spend more time when dining out than men do. For instance, four in 10 women reported they spent an hour or more dining out, while only a third of the male respondents spent the same amount of time. Along the same lines, more men—26 percent—reported spending 20 minutes or less to visit a restaurant compared with slightly fewer female respondents—23 percent.

Eating out patterns vary significantly, however, between working and non-working women. For example, working women are much more likely to make a quick stop (probably for take-out food) at a restaurant than non-working women. Almost one in five working women said her restaurant visit the previous day took 10 minutes or less, versus only six percent of the non-working women. This suggests working women place a high value on convenience and are more apt to purchase take-out items than non-working women.

Older consumers spend more time dining out . . .

Older consumers, 65 years and over, seem to spend longer periods of time in restaurants than other age groups. Over half of this group—57 percent—reported spending an hour or more dining out. This group is also very unlikely to spend a short period of time eating out—a slight six percent said their visit to a restaurant lasted only 20 minutes or less. This may be because senior citizens tend to dine out for social reasons.

On the other hand, younger consumers frequently make quick visits to restaurants. For instance, approximately a third of the 18 to 34-year-old segment reported spending 20 minutes or less in a restaurant. A fairly large proportion of 35 to 49 year olds also reported eating out in 20 minutes or less—25 percent. This may be due to the large number of employed consumers in these age groups. Working people, because of time constraints, are very likely to "eat and run."

Almost one in three of the 18 to 34-year-old group said they spent an hour or more eating out—substantially lower than the senior citizen response rate.

Large households most apt to eat quick meals . . .

Among the household segments, members of households with five or

Time spent by age groups

Time spent in eating place	Age Groups 18 to 24 year olds	25 to 34 year olds	35 to 49 year olds	50 to 64 year olds	65 + year olds
10 minutes or less	14%	19%	18%	8%	0%
Up to 20 minutes	19	13	7	9	6
Up to 30 minutes	24	25	18	27	23
Up to 45 minutes	11	13	18	21	14
Up to one hour	15	16	16	18	34
More than one hour	14	12	23	19	23

Source: *Gallup Monthly Monitor of Eating Away From Home*, March 1984

**The Gallup Monthly Monitor of Eating Away From Home* is conducted monthly and tracks trends in eating out behavior for the U.S. population. Telephone interviews are conducted with approximately 1,000 adults 18 years of age and older. Respondents are asked to report on all meals eaten at a restaurant, fast food establishment or any other place where food was purchased, such as a lunchroom or cafeteria at work or school on the previous day. Specifically, individuals are asked to report on which meal occasion they ate out, the type of restaurant visited and which day of the week the visit occurred. The interviewing for NRA's question concerning time took place between March 5-18, 1984.

more persons are most likely to eat quick meals when dining out. More than a third of this group reported spending 20 minutes or less in the establishment for their last restaurant meal. Large households were also least likely to spend more than an hour when dining out. Only eight percent said their previous restaurant meal had taken over an hour. This may be because households with five or more persons often include children who can sometimes discourage leisurely dining out.

Single householders also seem very apt to visit restaurants for quick meals. One in five single respondents reported the last restaurant meal required 10 minutes or less. This suggests a large number of singles value the convenience of take-out entrees and fast foods. Single consumers also seem to enjoy dining out socially and are very likely to take their time when eating out. More than a quarter of this group said the previous away-from-home meal had taken more than an hour.

Two-person householders are also very apt to dine out leisurely. One in five respondents in this segment reported spending more than an hour during their last restaurant visit. And, members of two-person households are least likely to eat quickly when dining out.

Time varies by meal period . . .

As can be expected, the amount of time spent in an eating establishment varies considerably by meal period. For instance, consumers generally spend less time eating breakfast and lunch in a restaurant than dinner. A large percentage of both breakfast and lunch customers—three in 10—reported taking 20 minutes or less to eat these meals. This indicates a thriving "quick serve" breakfast and lunch market where people primarily want fast service and convenience.

Although a similar percentage of breakfasts (59 percent) and lunches (57 percent) required no more than 30 minutes, a substantially higher proportion of lunches (27 percent) than breakfasts (16 percent) took an hour or more. This pattern may change as brunch becomes a more popular meal period and business breakfasts become more commonplace.

Over half the patrons (56 percent) reported spending at least an hour when eating dinner in a restaurant. This makes sense since dinner is usually perceived as a time to relax over a leisurely meal. Twenty-eight percent of the respondents said they spent between 30 and 45 minutes eating dinner. Only nine percent mentioned taking 10 minutes or less to visit a restaurant for the evening meal.

Time spent by meal periods

Time spent in eating place	Meal eaten out		
	Breakfast	Lunch	Dinner
10 minutes or less	16%	16%	9%
Up to 20 minutes	14	14	7
Up to 30 minutes	29	27	16
Up to 45 minutes	25	14	12
Up to one hour	13	19	20
More than one hour	3	8	36

Source: *Gallup Monthly Monitor of Eating Away From Home, March 1984*

Patrons spend least time at fast food meals . . .

Naturally, customers spend different amounts of time when visiting different restaurant types. For instance, almost a third of the reported fast food meals took 10 minutes or less—an indication that a large percentage of business at these establishments is take-out.

A large majority of respondents—46 percent—said they spent between 20 and 30 minutes when visiting a fast food restaurant. Only seven percent spent an hour or more at a fast food establishment. This is consistent with other data that shows customers patronize fast food establishments primarily for quick service and usually for lunch or breakfast. The tendency for quick turnover may change as fast food operations offer entrees that are more dinner-oriented, such as gourmet hamburgers.

The majority of cafeteria customers—seven out of 10—spent 30 minutes or less dining in these establishments. Sixty-one percent spent between 30 and 45 minutes dining out, and 14 percent spent an hour or more at a cafeteria.

At the other end of the spectrum, almost three-quarters of the respondents reported spending at least an hour dining in an upscale restaurant. Twenty-six percent said they spent between 30 and 45 minutes at these establishments. Very few customers—three percent—spent less than 20 minutes in an adult-oriented restaurant.

A majority of consumers—58 percent—also reported spending an hour or more when dining out at a family restaurant. And more than a third said they spent between 30 and 45 minutes at these establishments. Very few respondents—six percent—took 20 minutes or less to visit a family-style restaurant.

Time spent by type of restaurant

Time spent in eating place	Type of restaurant			
	Fast food	Cafeteria	Family	Upscale
10 minutes or less	32%	13%	2%	0%
Up to 20 minutes	22	12	4	3
Up to 30 minutes	24	45	17	15
Up to 45 minutes	11	16	19	11
Up to one hour	5	11	31	16
More than one hour	2	3	27	55

Source: *Gallup Monthly Monitor of Eating Away From Home, March 1984*

Adjusting service to customer expectations . . .

Today's consumers are concerned with time and how they spend it. As reported, different customer groups spend different amounts of time in different situations. It is up to restaurateurs to make sure their establishments provide meals within the time frame customers expect.

For instance, most people don't want to or can't spend much time for lunch because they have a limited lunch break. Restaurateurs should be sure to have sufficient staff and easily prepared menu items on hand during the lunch hour to insure fast service and quick turnover. Many dinner patrons expect a leisurely dinner—especially upscale restaurant customers.

—Cecelia Niepold

CREST data provides information on visit frequency, market penetration

How often can you expect your patrons to visit your restaurant during one month, four months, six months or a year? How many of your patrons live in your trading area?

These are just two of the questions answered by a new and revised computer-based extrapolation model that uses CREST* household data to examine visit frequency and market penetration. Information from this model will appear periodically in ***NRA NEWS***.

Visit frequency refers to the average number of visits made per year. Penetration means the proportion of households with a specified demographic characteristic which will eat out at least once a year. For example, the model allows a restaurateur to examine supper visits at midscale restaurants for 50 to 64-year-olds who have household incomes between $15,000 and $25,000. The model, based on two-week reporting data for the year ending August 1983, shows that 82 percent of these people will make at least one midscale supper visit a year, and these individuals will average 28.3 such visits during a 12-month period. This information can help a restaurateur design advertising strategies and promotional programs and evaluate market opportunities.

For a more detailed look at the type of information the model can provide, here is a look at lunch and supper visits by age, income and type of restaurants visited.

Lunch restaurant visits . . .

Quick service restaurants

- Frequency of visits declines with age.
- Nearly everyone makes at least one quick service lunch visit a year.
- Individuals under 35 years of age are the most frequent users of quick ser-

Yearly lunch visits by income and age

1. QUICK SERVICE RESTAURANTS

	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	44.8	100.0%	57.2	100.0%	68.0	100.0%
35 to 49 years old	35.4	98.9	45.1	99.6	57.9	99.9
50 to 64 years old	33.6	96.0	40.6	97.4	50.6	98.4
65 years of age and older	24.9	90.3	29.0	94.5	34.0	97.6

2. MIDSCALE RESTAURANTS

	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	19.2	70.7%	20.1	83.3%	24.6	93.8%
35 to 49 years old	20.8	78.4	27.9	83.3	30.2	87.1
50 to 64 years old	27.9	76.3	32.7	86.3	37.7	88.5
65 years of age and older	34.3	82.0	35.9	87.1	41.1	93.2

3. UPSCALE RESTAURANTS

	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	9.2	27.9%	9.2	47.2%	14.8	54.1%
35 to 49 years old	6.5	25.6	11.1	39.9	13.0	61.9
50 to 64 years old	10.6	24.0	12.0	38.8	13.6	56.5
65 years of age and older	10.9	35.5	13.6	45.5	17.6	50.3

Source: CREST Marketing Services, GDR/CREST Enterprises

vice places for lunch, and their frequency increases as their incomes rise.
- Senior citizens are infrequent users of quick service restaurants for lunch, but frequency does rise as income increases.

Midscale restaurants
- Frequency and penetration for lunch visits at midscale restaurants increase as people get older.
- Senior citizens are the most frequent users of midscale restaurants for lunch, followed by individuals 50 to 64-years-old.
- For individuals under 35 years of age, frequency rises as income increases.

Upscale restaurants
- As with midscale restaurants, proportion of all age groups who visit upscale restaurants for lunch increases as income rises.
- Individuals earning $25,000 or more, no matter what their age, are the most frequent users of upscale places for lunch.

Supper restaurant visits . . .

Quick service restaurants
- Frequency of visiting quick service restaurants for supper declines with age.
- Nearly everyone under the age of 65 years will make at least one quick service supper visit a year.
- Individuals under 35 years of age are the most frequent users of quick service places for the evening meal.
- Senior citizens are infrequent users of quick service restaurants for supper, making fewer than 20 yearly visits, regardless of income.

Midscale restaurants
- Frequency of visits increases as age rises.
- For all age groups, frequency rises as income increases.
- Senior citizens and individuals 50 to 64 years old are the most frequent users of midscale restaurants for the evening meal.
- Individuals under 35 years of age are the most infrequent users of midscale establishments for supper.

Upscale restaurants
- Visit frequency increases as income rises.
- As their income rises, senior citizens are the most likely age group to dine at upscale establishments.

Yearly supper visits by income and age

1. QUICK SERVICE RESTAURANTS

	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	35.8	100.0%	42.2	100.0%	46.7	100.0
35 to 49 years old	25.0	96.6	33.7	98.6	39.3	99.4
50 to 64 years old	23.4	89.4	28.4	93.8	29.8	96.4
65 years of age and older	16.8	78.4	19.6	90.7	17.8	88.4

2. MIDSCALE RESTAURANTS

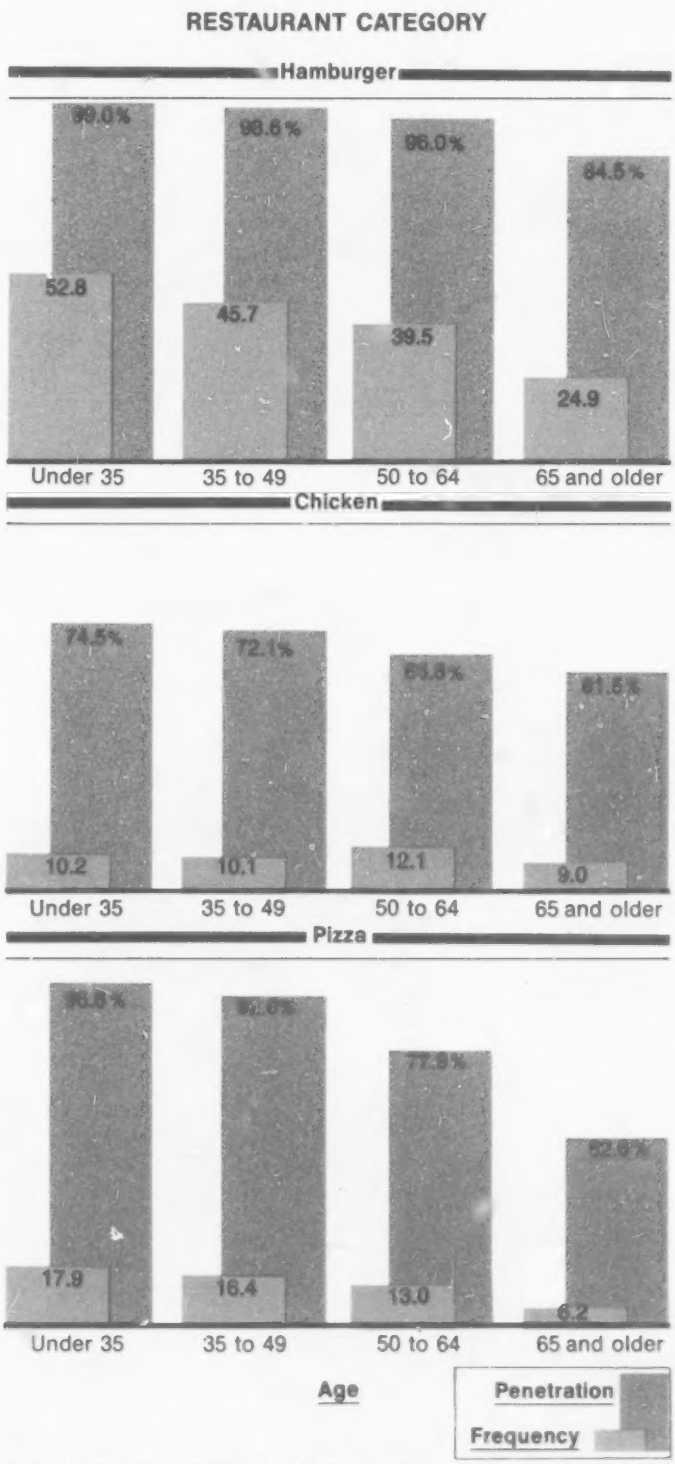
	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	14.8	68.7%	15.0	81.1%	16.1	85.7%
35 to 49 years old	15.7	62.2	18.2	74.6	20.0	84.5
50 to 64 years old	22.9	67.1	28.3	81.7	28.0	86.8
65 years of age and older	26.9	67.7	29.3	81.2	32.9	85.6

3. UPSCALE RESTAURANTS

	INCOME					
	Less than $15,000		$15,000 to $25,000		$25,000 and higher	
Age	Frequency	Penetration	Frequency	Penetration	Frequency	Penetration
Under 35 years of age	11.3	44.5%	11.1	67.7%	16.6	72.1%
35 to 49 years old	8.0	39.2	12.0	59.3	15.8	70.1
50 to 64 years old	11.3	33.6	15.7	49.9	20.8	64.5
65 years of age and older	13.8	29.5	18.0	46.2	20.8	73.0

Source: CREST Marketing Services, GDR/CREST Enterprises

All meal visits by restaurant category and age



Source: CREST Marketing Services, GDR/CREST Enterprises

• Individuals earning more than $25,000 a year, no matter what their age, are most likely to frequent upscale places for supper.

By restaurant type . . .

The model also breaks down data by specific restaurant category. Here is a look at visit behavior by age for three restaurant categories—hamburger, chicken and pizza establishments.

Hamburger restaurants

• Visits to hamburger restaurants drop substantially as age increases.

• Nearly all persons under 65 years of age visit a hamburger restaurant at least once during a 12-month period.

• Penetration and visit frequency are lowest for senior citizens.

Chicken restaurants

• Visit frequency at chicken restaurants does not seem to be affected by age.

• As age increases, however, the likelihood of visiting a chicken restaurant decreases.

• Senior citizens are infrequent users of chicken places.

Pizza restaurants

• Nearly all persons under age 50 will visit a pizza restaurant at least once a year.

• Individuals under age 35 are the most frequent users of pizza places.

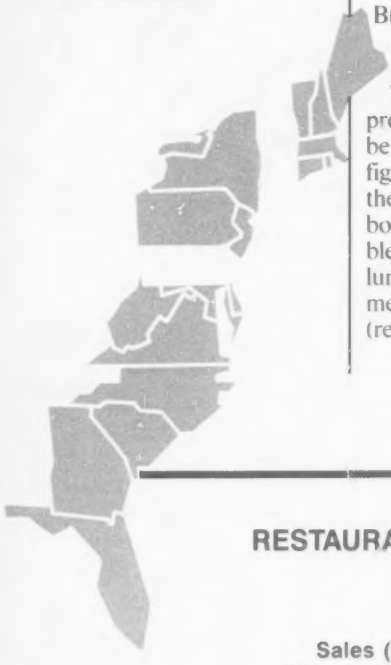
• Senior citizens are not likely to patronize pizza restaurants, and those that do are infrequent patrons. ❑

—Bette Hoyt

* CREST (Consumer Reports on Eating Share Trends) is a diary panel of 12,000 households that report on eating out behavior for a two-week period for each quarter of the year. GDR/CREST Enterprises, Inc., one of the NPD group of marketing and research companies, is the originator of the CREST diary panel.

Retail Census Report

Sales and establishment data now available



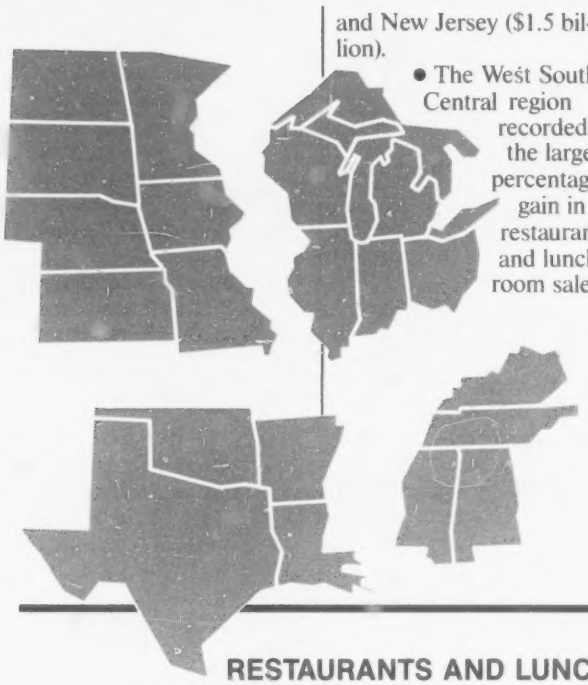
The Bureau of the Census has recently begun releasing restaurant sales information from the *1982 Census of Retail Trade*.* Currently, only sales data is available, but augmented reports will include numbers of foodservice units. The Bureau of Census data only includes establishments with payrolls.

This information is still preliminary data and may be revised, but it includes figures for all 50 states plus the District of Columbia for both establishments with tableservice (restaurants and lunchrooms) and establishments with no tableservice (refreshment places).

Restaurants and lunchroom sales equal $47.0 billion . . .

- Sales for restaurants and lunchrooms equaled $47.0 billion in 1982, up 65.0 percent from 1977 sales of $28.5 billion. This represents a 10.5 percent average annual gain for the five-year period.
- Inflation-adjusted sales (using the Consumer Price Index (CPI) for food away from home as a deflator) rose an average of 1.6 percent per year during the 1977-1982 period.
- Generally, the sales performance of states and regions in the south and west was considerably better than that for states in the east and midwest.
- The Pacific region reported the largest dollar sales—$9.6 billion, followed by the East North Central and Middle Atlantic regions, which had sales of $8.0 billion and $7.2 billion, respectively.
- California ranked number one in 1982 in terms of restaurant and lunchroom sales—$7.2 billion. Other states in the top 10 include: New York ($3.8 billion), Texas ($2.8 billion), Florida ($2.7 billion), Illinois ($2.4 billion), Pennsylvania ($2.0 billion), Ohio ($2.0 billion), Michigan ($1.8 billion), Massachusetts ($1.7 billion)

	RESTAURANTS AND LUNCHROOMS				REFRESHMENT PLACES			
	Sales (000)		Percent	Average annual percent	Sales (000)		Percent	Average annual percent
	1982	1977	change	change	1982	1977	change	change
NEW ENGLAND								
Connecticut	$ 739,697	$ 405,008	82.6%	12.8%	$ 387,273	$ 234,343	65.2%	10.6%
Maine	224,831	137,618	63.4	10.3	136,350	84,964	60.5	9.9
Massachusetts	1,660,832	887,018	87.2	13.4	725,080	431,203	68.2	11.0
New Hampshire	256,499	142,519	80.0	12.5	115,111	73,790	56.0	9.3
Rhode Island	212,215	128,709	64.9	10.5	107,962	60,131	79.5	12.4
Vermont	126,546	70,699	79.0	12.4	53,586	27,653	93.8	14.1
TOTAL	**$ 3,220,620**	**$ 1,771,571**	**81.8%**	**12.7%**	**$ 1,525,362**	**$ 912,084**	**67.2%**	**10.9%**
MIDDLE ATLANTIC								
New Jersey	$ 1,488,393	$ 932,562	59.6%	9.8%	$ 785,758	505,583	55.4%	9.2%
New York	3,752,841	2,387,174	57.2	9.5	1,776,784	1,149,426	54.6	9.1
Pennsylvania	1,972,482	1,245,560	58.4	9.6	1,335,454	812,697	64.3	10.5
TOTAL	**$ 7,213,716**	**$ 4,565,296**	**58.0%**	**9.6%**	**$ 3,897,996**	**$ 2,467,706**	**58.0%**	**9.6%**
SOUTH ATLANTIC								
Delaware	$ 122,061	$ 73,741	65.5%	10.6%	$ 95,938	$ 55,490	72.9%	11.6%
District of Columbia	266,772	184,529	44.6	7.7	124,356	78,194	59.0	9.7
Florida	2,745,231	1,467,474	87.1	13.3	1,823,167	863,881	111.0	16.1
Georgia	828,882	464,235	78.5	12.3	1,062,805	555,080	91.5	13.9
Maryland	776,441	470,241	65.1	10.6	684,737	455,535	50.3	8.5
North Carolina	800,276	472,217	69.5	11.1	1,042,075	507,513	105.3	15.5
South Carolina	388,008	226,669	71.2	11.4	525,119	253,102	107.5	15.7
Virginia	912,679	526,552	73.3	11.6	904,259	495,905	82.3	12.8
West Virginia	186,499	133,523	39.7	6.9	258,170	135,530	90.5	13.8
TOTAL	**$ 7,026,849**	**$ 4,019,181**	**74.8%**	**11.8%**	**$ 6,520,676**	**$ 3,400,230**	**91.8%**	**13.9%**



and New Jersey ($1.5 billion).

- The West South Central region recorded the largest percentage gain in restaurant and lunchroom sales between 1977 and 1982, 94.7 percent, while the East North Central states recorded the lowest gain, 49.1 percent.
- Texas had the largest percentage increase in restaurant and lunchroom sales during the five-year period, with sales up 105.6 percent. Other states which reported significant sales advances include: Alaska (94.9 percent), Colorado (94.5 percent), Massachusetts (87.2 percent), Florida (87.1 percent), Arizona (86.9 percent), Hawaii (86.0 percent) and Oklahoma (85.3 percent).

Refreshment place sales total $35.5 billion . . .

- Sales for refreshment places equaled $35.5 billion in 1982, up 81.8 percent from 1977 sales of $19.5 billion. This represents a 12.7 percent average annual gain for the five-year period.
- Inflation-adjusted sales (using the CPI for food away from home as a deflator) rose an average of 3.8 percent per year during the 1977-1982 period. This is more than twice the rate of real growth for restaurants and lunchrooms.
- Southern and western states reported considerably

RESTAURANTS AND LUNCHROOMS

	Sales (000) 1982	Sales (000) 1977	Percent change	Average annual percent change
EAST NORTH CENTRAL				
Illinois	$ 2,356,308	$ 1,608,809	46.5%	8.0%
Indiana	900,866	587,166	53.4	8.9
Michigan	1,752,531	1,197,242	46.4	7.9
Ohio	1,961,504	1,311,007	49.6	8.4
Wisconsin	1,057,716	679,150	55.7	9.3
TOTAL	**$ 8,028,925**	**$ 5,383,374**	**49.1%**	**8.3%**
WEST NORTH CENTRAL				
Iowa	$ 463,143	$ 336,274	37.7%	6.6%
Kansas	374,222	234,408	59.6	9.8
Minnesota	932,075	575,386	62.0	10.1
Missouri	834,068	557,318	49.6	8.4
Nebraska	293,176	202,008	45.1	7.7
North Dakota	125,879	83,386	51.0	8.6
South Dakota	133,626	95,110	40.5	7.0
TOTAL	**$ 3,156,189**	**$ 2,083,890**	**51.4%**	**8.7%**
EAST SOUTH CENTRAL				
Alabama	$ 332,337	$ 248,164	33.9%	6.0%
Kentucky	420,665	288,820	45.6	7.8
Mississippi	204,311	124,940	63.5	10.3
Tennessee	684,827	423,896	61.6	10.1
TOTAL	**$ 1,642,140**	**$ 1,085,820**	**51.2%**	**8.6%**
WEST SOUTH CENTRAL				
Arkansas	$ 212,242	$ 147,019	44.4%	7.6%
Louisiana	632,140	351,075	80.0	12.5
Oklahoma	502,327	271,117	85.3	13.1
Texas	2,859,707	1,391,162	105.6	15.5
TOTAL	**$ 4,206,416**	**$ 2,160,373**	**94.7%**	**14.2%**

REFRESHMENT PLACES

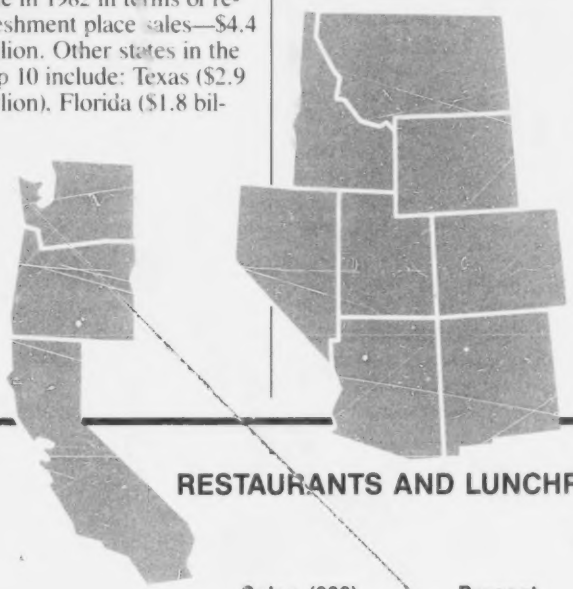
	Sales (000) 1982	Sales (000) 1977	Percent change	Average annual percent change
EAST NORTH CENTRAL				
Illinois	$ 1,741,932	$ 1,101,622	58.1%	9.6%
Indiana	991,448	567,526	74.7	11.8
Michigan	1,260,194	774,674	62.7	10.2
Ohio	1,782,346	1,049,249	69.9	11.2
Wisconsin	588,523	333,473	76.5	12.0
TOTAL	**$ 6,364,443**	**$ 3,826,544**	**66.3%**	**10.7%**
WEST NORTH CENTRAL				
Iowa	$ 403,589	$ 234,162	72.4%	11.5%
Kansas	431,173	250,802	71.9	11.4
Minnesota	503,609	290,106	73.6	11.7
Missouri	821,824	467,719	75.7	11.9
Nebraska	233,314	131,046	78.0	12.2
North Dakota	91,889	41,132	123.4	17.4
South Dakota	75,372	39,692	89.9	13.7
TOTAL	**$ 2,560,770**	**$ 1,454,659**	**76.0%**	**12.0%**
EAST SOUTH CENTRAL				
Alabama	$ 584,259	$ 304,407	91.9%	13.9%
Kentucky	652,755	332,945	96.0	14.4
Mississippi	308,043	171,554	79.6	12.4
Tennessee	757,921	392,537	93.1	14.1
TOTAL	**$ 2,302,978**	**$ 1,201,443**	**91.7%**	**13.9%**
WEST SOUTH CENTRAL				
Arkansas	$ 331,353	$ 174,569	89.8%	13.7%
Louisiana	703,097	341,552	105.8	15.5
Oklahoma	646,799	294,462	119.6	17.0
Texas	2,886,787	1,399,376	106.3	15.6
TOTAL	**$ 4,568,036**	**$ 2,209,959**	**106.7%**	**15.6%**

higher refreshment place sales increases than states located in the north and midwest.

- The South Atlantic region reported the largest dollar sales— $6.5 billion, closely followed by the East North Central region with sales of $6.4 billion. In 1977, the East North Central region ranked number one.
- California ranked number one in 1982 in terms of refreshment place sales—$4.4 billion. Other states in the top 10 include: Texas ($2.9 billion), Florida ($1.8 billion), Ohio ($1.8 billion), New York ($1.8 billion), Illinois ($1.7 billion), Michigan ($1.3 billion), Georgia ($1.1 billion) and North Carolina ($1.0 billion).
- Contrary to the national pattern, many states, especially those located in the south, reported higher refreshment place sales than restaurant and lunchroom sales. These states include Alabama, Arkansas, Georgia, Indiana, Kansas, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas and West Virginia.
- The West South Central region recorded the largest percentage gain in refreshment place sales between 1977 and 1982, 106.7 percent, and was followed by the 99.4 percent advance for the Mountain region. The Middle Atlantic region reported the smallest rise in refreshment place sales—up only 58.0 percent.
- Twelve states recorded 1982 refreshment place sales double that of 1977 sales, with Wyoming registering the largest gain—128.8 percent. The other states include North Dakota (123.4 percent), Oklahoma (119.6 percent), Alaska (114.6 percent), Florida (110.0 percent), Arizona (109.7 percent), South Carolina (107.3 percent), Colorado (106.8 percent), Texas (106.3 percent), Louisiana (105.8 percent), New Mexico (105.6 percent) and North Carolina (105.3 percent).

—Bette Hoyt

*The Bureau of the Census conducts a census of retail trade establishments, including eating and drinking places, every five years. Information from the 1982 census is just now being made available. It includes sales and establishment data, proportion of sales on and off-premise consumption (eat-in versus take out), number of employees, number of establishments operated by firms, industry concentration of sales and units, and proportion of sales going to alcoholic beverages.



RESTAURANTS AND LUNCHROOMS

	Sales (000) 1982	Sales (000) 1977	Percent change	Average annual percent change
MOUNTAIN				
Arizona	$ 680,293	$ 364,064	86.9%	13.3%
Colorado	951,690	489,246	94.5	14.2
Idaho	174,522	121,066	44.2	7.6
Montana	183,376	120,494	52.2	8.8
Nevada	248,938	144,973	71.7	11.4
New Mexico	272,294	148,222	83.7	12.9
Utah	230,563	156,233	47.6	8.1
Wyoming	122,474	69,220	76.9	12.1
TOTAL	**$ 2,864,150**	**$ 1,613,518**	**77.5%**	**12.2%**
PACIFIC				
Alaska	$ 145,732	$ 74,779	94.9%	14.3%
California	7,182,313	4,277,705	67.9	10.9
Hawaii	464,929	249,946	86.0	13.2
Oregon	656,261	447,978	46.5	7.9
Washington	1,184,948	737,384	60.7	9.9
TOTAL	**$ 9,634,183**	**$ 5,787,792**	**66.4%**	**10.7%**
TOTAL UNITED STATES	**$46,993,188**	**$28,470,815**	**65.0%**	**10.5%**

REFRESHMENT PLACES

	Sales (000) 1982	Sales (000) 1977	Percent change	Average annual percent change
MOUNTAIN				
Arizona	$ 453,804	$ 216,377	109.7%	16.0%
Colorado	526,751	254,735	106.8	15.6
Idaho	121,092	77,234	56.8	9.4
Montana	110,808	61,085	81.4	12.7
Nevada	155,757	77,935	99.8	14.9
New Mexico	234,018	113,806	105.6	15.5
Utah	219,101	117,858	85.9	13.2
Wyoming	89,149	38,965	128.8	18.0
TOTAL	**$ 1,910,480**	**$ 957,995**	**99.4%**	**14.8%**
PACIFIC				
Alaska	$ 101,865	$ 47,456	114.6%	16.5%
California	4,371,560	2,318,985	88.5	13.5
Hawaii	261,711	138,075	89.5	13.6
Oregon	435,736	243,930	78.6	12.3
Washington	675,215	347,516	94.3	14.2
TOTAL	**$ 5,846,087**	**$ 3,095,962**	**88.8%**	**13.6%**
TOTAL UNITED STATES	**$35,496,828**	**$19,526,582**	**81.8%**	**12.7%**

Note: Preliminary data, subject to revisions. All figures are for establishments with payroll.

Sources: Bureau of the Census, Census of Retail Trade: 1982 and 1977; National Restaurant Association.

Wholesale Food Cost Update as of July

Food costs were up during the first half of this year. According to the Producer Price Index, food costs at the wholesale level averaged 5.6 percent higher during the first six months of 1984 than a year earlier. NRA's Wholesale Food Cost Index, which reflects restaurateur's wholesale food costs, also rose 5.6 percent during that period.

Food prices increased sharply during the winter months as the cold weather in December and January disrupted cattle marketings and damaged vegetable and citrus crops. The avian flu also affected the market by reducing egg and broiler output.

USDA expects food prices to rise faster during the second half of 1984 due to reduced pork and beef supplies, strong consumer demand and higher marketing costs. Prices for the entire year are expected to go up four to six percent.

Beef: Beef output may decline three to five percent during the last six months of 1984. Beef supplies will remain somewhat low through the first half of 1985; they should increase significantly in the second half of the year.

Due to the decreased production, beef prices are expected to rise during the second half of this year and remain relatively high through the spring of 1985, but stabilize later in the year.

Prices for choice-fed steers at Omaha should range between $64 and $66 per cwt. during the third quarter of 1984—up from $62 per cwt. a year earlier. During the fourth quarter prices are expected to average $66 to $68 per cwt. compared with $57 to $59 per cwt. last season. This represents a 15.5 percent increase.

Looking ahead, John Nalivka, USDA economist, predicts beef prices will range between $68 and $72 per cwt. during 1985.

Pork: Total commercial pork supplies are expected to drop 11 percent from 1983 levels during the second half of 1984. The decline in output is a result of the poor returns producers received last year due to high feed costs. USDA Economist Leland Southard expects pork production will stay low through the first half of 1985—averaging between seven to nine percent below 1984 levels.

Pork prices are expected to average $54 to $58 per cwt. during the third quarter—up from the $47 per cwt. average posted a year earlier. Fall prices will probably range between $53 and $57 per cwt., compared with a lower $42 per cwt. in 1983—up approximately 31 percent. Pork prices are expected to remain moderately high through mid-1985.

Broilers: Broiler production is up compared with last year. A year ago, producers were cutting back their output due to high feed costs. This year, however, favorable crop prospects and the strong economy have helped boost supplies.

According to USDA, production is expected to rise four percent during the third quarter and six percent during the fourth quarter. The increased output should help maintain plentiful supplies through the beginning of 1985.

Broiler prices are expected to average 52 to 56 cents a pound during the third quarter, similar to last summer's 54 cents. By the fourth quarter, though, prices may drop and range between 50 and 54 cents a pound, slightly below last year's 55 cents a pound.

Eggs: Egg production is picking up after a slowdown earlier this year. USDA expects egg production to increase over 1983 levels—two percent in the third quarter and three percent during the fourth quarter.

Egg prices have dropped dramatically from the high levels posted during the winter and early spring when supplies were low because of the avian flu. Continued gains in supplies will help bring egg prices down further in the fourth quarter. Prices should average 68 to 72 cents a dozen, down sharply from 91 cents a year earlier.

—Cecelia Niepold

NRA wholesale food cost update

Commodity	1982 to 1983	June 83 to June 84	6 mos. 83 to 6 mos. 84	May 84 to June 84
Bakery products	−3.2%	5.1%	4.8%	1.1%
Flour and cereal	1.1	2.8	2.6	0.8
Beef and veal	−3.3	−6.9	−0.7	−3.0
Other meats	−8.7	−0.2	−6.1	1.3
Pork	−9.6	nc	−7.5	2.0
Poultry and eggs	3.2	10.2	26.6	−5.3
Poultry	3.4	12.2	22.1	−2.9
Eggs	2.6	5.1	37.3	−11.5
Fish and shellfish	6.3	7.7	10.3	−19.3
Sugar and sweets	5.0	1.9	3.2	nc
Sugar	8.2	2.7	5.3	0.1
Vegetables	1.2	0.7	17.8	5.9
Fresh vegetables	1.0	−0.4	27.2	9.3
Fruits and juices	2.9	11.3	6.7	3.8
Fresh fruit	6.4	8.8	1.4	8.5
Beverages	1.3	5.5	4.1	0.1
Dairy products	0.6	−0.4	−0.7	0.2
Fats and oils	8.8	39.3	31.5	2.1
NRA Food Cost Index	**0.7%**	**2.3%**	**5.6%**	**−3.6%**
Producer Price Index, All Food Index[1]	**1.1%**	**4.3%**	**5.6%**	**−0.8%**

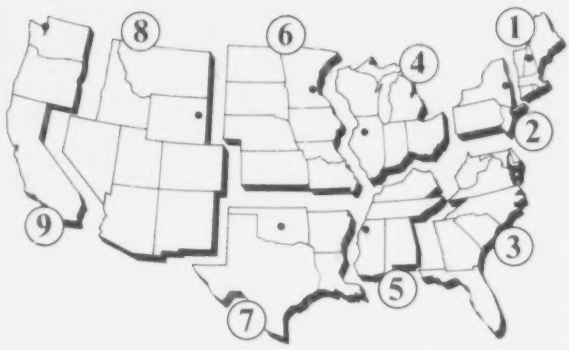
[1] Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.

Sources: Bureau of Labor Statistics, *Producer Price Index*, July 1984.

How's business?

by Cecelia Niepold

The interviews this month illustrate that flexibility is a key ingredient for restaurateurs. Whether it's adjusting teenagers' work schedules, creating new entrees or even changing an entire concept, restaurateurs are continually adapting to meet their customers' and employees' needs.



1 NORTHEAST

Location: Bartlett, NH
NRA member: Frances Pandora
Operation: Mt. Attitash
Profile: A recreational resort with a cafeteria, full-service restaurant and ice cream shop.
In business: 19 years
Meals served: Light breakfast and lunch
Seats: 200

According to **Frances Pandora,** food and beverage manager at Mt. Attitash, business was somewhat slow during the beginning of the summer but started picking up during the last two weeks of July. Pandora attributes the sluggish business to an unusually rainy season and a feeling that consumers were still watching their spending.

Mt. Attitash is a recreational resort that includes ski slopes in the winter and water slides and alpine slides (sled rides on tracks down the mountainside) in the summer. To encourage riders to visit the foodservice facilities, daily specials and entrees are periodically announced over a loudspeaker.

A large number of teenagers work at the resort, and Pandora has set up incentive programs to increase productivity. For instance, when a shift in the ice cream shop brings in more dollars than the same shift on the prior day, each employee earns two hours of free time. Employees can take individual hours off or accumulate time to receive a whole day off.

Pandora's philosophy of "giving a little extra to get a little extra" has paid off.

2 MIDDLE ATLANTIC

Location: Albany, NY
NRA member: Arnold Rosenstein
Operation: Jack's Oyster House
Profile: White tablecloth restaurant with lounge and two banquet rooms
In business: 71 years
Meals served: Lunch, dinner
Seats: 435

"Business seems better than a year ago," says **Arnold Rosenstein,** owner of Jack's Oyster House—a family-owned restaurant specializing in seafood in downtown Albany. Albany, like many other cities, has put increased emphasis on revitalizing its downtown and the new development has helped boost business at Jack's Oyster House.

Rosenstein is optimistic about the future and his upcoming plans include possibly restructuring part of his restaurant and a slight expansion. He has already begun offering customers off-premise catering.

3 SOUTH ATLANTIC

Location: Oxford, MD
NRA member: Kenneth Gibson
Operation: Robert Morris Inn
Profile: Country inn with three dining areas
In business: 14 years
Meals served: Breakfast, lunch, dinner
Seats: 150

Business is going well for the Robert Morris Inn—a historic country inn and restaurant on Maryland's Eastern Shore. "Each year business improves," says owner **Kenneth Gibson.**

The inn is located in the quaint village of Oxford and is known for being a relaxing getaway spot. That reputation and a proximity to several major cities helped maintain business through the recession.

The restaurant specializes in Chesapeake Bay seafood, and it is particularly well known for its crab cakes. Gibson continually experiments with his menu and recently developed a special seafood sauce that's especially good served with a broiled flounder and backfin crab dishes.

4 EAST NORTH CENTRAL

Location: Peoria, IL
NRA member: Jerry Weaver
Operation: Weaver's Country Fried Chicken
Profile: Five fried chicken fast food outlets
In business: 11 years
Meals served: Lunch, dinner
Seats: Average 65

"Business has been good—more people are back to work and that makes a difference," says **Dave Snider,** general manager of Weaver's Country Fried Chicken. The company is optimistic about the future and is exploring possible expansion sites. It may also add drive-in operations to some of its units.

To differentiate its concept from other fast food chains, Weaver's focuses on the personal touch. "If customers feel at home, they'll come back," Snider maintains. Employees are encouraged to give a little extra service, get to know customers by name and generally make them feel special and important.

Weaver's has had a lot of success with young employees. Snider likes to hire teenagers who are good students and are involved in school activities.

5 EAST SOUTH CENTRAL

Location: Greenwood, MS
NRA member: Mike Ballas
Operation: Crystal Grill
Profile: Full-menu restaurant
In business: 33 years
Meals served: Breakfast, lunch, dinner
Seats: 200

In general, business is down in the county around Greenwood—a small town about 125 miles south of Memphis, TN. Even so, **Mike Ballas,** owner of the Crystal Grill, says his business has been holding up pretty well.

According to Ballas, several new restaurants opened in town, and he decided to remodel and expand to combat the competition. "It's definitely helped business," he says.

The Crystal Grill serves "just a bit of everything," but it specializes in seafood. Most of its customers are local residents and "word of mouth" is the major form of advertising.

6 WEST NORTH CENTRAL

Location: Minneapolis, MN
NRA member: Richard Gottlied
Operation: Nankin Express, Inc.
Profile: Oriental fast food chain
In business: 2 years
Meals served: Lunch, dinner
Seats: Average 50

According to **Richard Gottlied,** vice president of Nankin Express, the economy in the Minnesota area is pretty stagnant. "Overall, though, it's a good stable area," he says.

Gottlied is very optimistic about his company's growth, however. "The concept has been well received, and we're well on our way to becoming a national operation," he maintains. Three stores are currently in operation, four are under construction and the first franchisee is working on another three sites. The company is about to start soliciting nationally and hopes to have more than 200 units within five years.

Why an Oriental fast food chain? Gottlied's partner, Joel Golden, has been closely involved with the Chinese restaurant business for many years. His family has operated a large (700 seats) full service Chinese establishment since 1956. The success of that operation prompted the idea, and after doing extensive research, the partners realized there was a niche in the fast food market for an Oriental concept.

7 WEST SOUTH CENTRAL

Location: Oklahoma City, OK
NRA member: Carl McAllister
Operation: McAllister and Reed
Profile: Company operating 10 pizza restaurants and 11 barbecue outlets
In business: 24 years
Meals served: Lunch, dinner
Seats: 120

"Business may be a little flatter than a year ago," says **Carl McAllister,** co-owner of McAllister and Reed—a company with pizza restaurants and barbecue establishments in Oklahoma, Texas and Arkansas. He explains that the oil boom that protected Oklahoma from the recession in the early 1980s has slowed down and is contributing to the somewhat slower growth. "Even so, business is probably better than the national average," he maintains.

McAllister started his business with a pizza restaurant, Pizza Planet, in 1960. At that time pizza was fairly new to the Midwest, and he had to teach his customers to love pizza. Now Midwesterners enjoy pizza so much that the market is becoming more and more saturated. To adapt to the increasingly competitive market, McAllister started converting some of his pizza units to barbecue operations five years ago. So far the concept, Crocket Smokehouses, has done very well, and the company is considering further expansion.

8 MOUNTAIN

Location: Gillette, WY
NRA member: Gary Gulley
Operation: Big Don's Drive-In
Profile: Old-fashioned fast food drive-in
In business: 20 years
Meals served: Lunch, dinner
Seats: 0 (carry out)

"Business is up compared with the last two years," says **Gary Gulley,** owner of Big Don's Drive-In. Industry in the Gillette area is very energy oriented. Thus the area suffered a downturn during the recession but is now recovering—experiencing slow but steady growth.

Big Don's Drive-In is an old fashioned drive-in with carhop service. Customers drive in, park in one of the 38 slots, place their orders and eat in their cars. Because business is slower during the cold winter months, Gulley may add 80 to 100 indoor seats sometime soon.

Teenagers are some of Big Don's prime customers. "They love to sit in their cars and play their tunes," explains Gulley. "We cater to the kids. If there's anyway we can make something they like, we do it," Gulley explains. For instance, Gulley flavors cokes in unusual ways (pineapple cokes, chocolate cokes) and makes unusual sauces for french fries—just because the teens like something different.

9 PACIFIC

Location: Vashon, WA
NRA member: Gwynn Palmer
Operation: Sound Food Company
Profile: Full menu restaurant and bakery
In business: 10 years
Meals served: Breakfast, lunch, dinner and brunch
Seats: 75

"Business is better every month and every year," says **Gwynn Palmer,** co-owner of the Sound Food Company—uniquely located on a small island 15 minutes from Seattle, WA, by ferry.

To encourage mainlanders to ferry over as well as to maintain local customer interest, Palmer offers a wide variety of innovative entrees—all prepared with fresh ingredients. Specialties range from American regional favorites to eclectic ethnic dishes.

Due to popular demand, the Sound Food Company recently published a cookbook with 20 to 25 of its most asked for entrees. Recipes for unusual creations, such as linguine with basil walnut sauce, are featured as well as more basic items, such as French onion soup.

FOOD FOR THOUGHT

You're never too old

If you automatically associate ice cream and candy with sticky-fingered children, you may be out of touch. According to a recent report released by Packaged Facts (New York research company), candy sales have jumped nearly 10 percent during the last two years. The report indicates, however, that grown ups, not children, are the ones with the sweet tooth and the yen for fancy chocolates. The U.S. candy market will be producing five billion pounds per year by 1990 to keep up with the candy craze.

Although children are holding their own in the ice cream market, adults are scooping up ice cream almost as fast. A survey conducted by the Human Nutrition Information Service asked 37,874 households: Who ate ice cream during the past three days? Slightly over 29 percent of children three to 18-years-old had eaten ice cream, while not far behind more than 22 percent of adults (19 to 84) confessed to indulging in a scoop or two.

—USA Today

"Preconvention" bash

NRA member El Chico's restaurants in Dallas, TX, had 600 pounds of Mexican food sent airfreight to Washington, DC, on July 26, for a Republican "preconvention" bash which served as a warm-up to the Dallas National Convention.

The menu included, in part, 1,200 chicken wings, 2,000 chicken fajitas, 2,000 tamales and 1,200 flour tortillas.

Three Republican policymakers, Sen. John Tower, Rep. Phil Gramm and Rep. Steve Bartlett, all of Texas, hosted the event at Bronco Billy's, a Texas-style bar in the nation's Capital.

The gala celebration, attended by over 300 Republicans and Texans, was billed as an invitation to learn the Texas Two-Step. Many guests came dressed in the requested Western attire, sporting cowboy boots, string ties and ten-gallon hats.

Secretary of State George Schultz, Secretary of Agriculture John Block, Secretary of Commerce Malcolm Baldridge and Secretary of Health and Human Services Margaret Heckler were among the invited guests who attended.

—NRA NEWS Interview

Help wanted: Teenagers

"Help Wanted" signs got a workout this summer in the New York suburbs from Connecticut to New Jersey. An oversupply of summer jobs and an undersupply of summer teenage workers left many summer employers shorthanded throughout the season.

For the first time in years, experts say, the economy in the suburbs around New York City is thriving to the point where many employers, accustomed to an overflow of summer job-seekers, cannot find enough workers. This is a direct reversal from previous years, when summer jobs for teenagers and college students were few and far between.

Typical employers of the young, including restaurants, beaches, malls and fast food chains, are feeling the shortage. Bennigan's, a national restaurant chain, recently opened an outlet on Long Island and had to increase its customary hourly wage by $1.00 for some jobs and $1.50 for others in order to complete its staff. "I've worked in 12 different states for the restaurant, and New York is the only area where we've had trouble hiring," said an assistant manager at the restaurant. It pays to cultivate the loyalties of teenage employees and keep them coming back from year to year.

—The New York Times

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Based on NRA research, this in-depth report examines what motivates people to choose one restaurant over another. It looks specifically at fast food, family style and atmosphere operations.
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Three consumer expectation studies

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Consumer Expectations with Regard to Dining at Fast Food Restaurants
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